

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. XCVI

NEW YORK, JULY 27, 1916

No. 4

Getting His Trade-Mark on the Job

A MANUFACTURER in the South makes a fine line of low-priced hosiery. When this concern came to Advertising Headquarters, only 30% of the mill output carried the trade-mark *in any way*.

Some of this 30% carried the name stamped on the hose. Some was packed with printed binder and the stamp. Some was stamped, bound and also tagged. Some was stamped, bound, tagged and packed in a trade-marked box. The per cent. of this complete packing was very small.

We started out with a limited campaign covering six middle-west and five eastern states. One purpose was to increase the percentage of output carrying the trade-mark.

Now, after only four months' advertising, 80% of this concern's output carries stamp, binding, tag and trade-marked box. The advertising campaign has been extended to cover the whole country, and the jobbing and retail fields are giving splendid co-operation.



N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

Who Buys the Quality Clothes

"We sell more \$40 men's suits in the farming centers than on Broadway," remarked a prominent clothing manufacturer recently.

"And as for *real* fur lined coats," he continued, "It seems to me that *only* the farmers buy them these days. Broadway wants a showy coat for about \$75.00."

Ask any manufacturer dealing with the farmers and you'll get the same answer—they buy *good* merchandise.

Price does not interfere with sales if the goods are worth the money. Are yours?

And have you, then, told the farmers about the features of your merchandise?

Standard Farm Papers will carry your business message at a minimum of cost. Because these papers are bought and read for their practical day-in-and-day-out value.

Remember, Standard Farm Papers specialize and deal not with generalities but the definite, the specific problems of their chosen field.

THE STANDARD FARM PAPERS

- Progressive Farmer**
Established 1886
Birmingham, Raleigh
Memphis, Dallas
- The Wisconsin Agriculturist**
Established 1877
- The Indiana Farmer**
Established 1845
- The Farmer, St. Paul**
Established 1882
- The Ohio Farmer**
Established 1848
- The Michigan Farmer**
Established 1843
- Prairie Farmer, Chicago**
Established 1841
- Pennsylvania Farmer**
Established 1880
- The Breeder's Gazette**
Established 1881
- Hoard's Dairyman**
Established 1870
- Wallaces' Farmer**
Established 1895
- Kansas Farmer**
Established 1877

WALLACE C. RICHARDSON, INC.,
Eastern Representatives
381 Fourth Ave., New York City

GEORGE W. HERBERT, INC.,
Western Representatives
Advertising Bldg.
Chicago

Note—Of course all The Standard Farm Papers are members of the Audit Bureau of Circulations.

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VOL. XCVI

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No. 4

The Organization of the Sales Department in Relation to Customers

How a Large Tailoring House Searched Out the Cause for a Non-increase in Sales and Applied a Radical Remedy

By A. E. Swanson

THE relation which the character of the internal sales organization bears to the success or failure of the sales efforts in the field is very definite, but this relationship is frequently overlooked and ignored.

With few exceptions modern sales managers recognize the necessity of co-operating with their salesmen by means of correspondence, sales promotional literature and other office aids. In many cases they even appreciate the function of the internal organization in directing and guiding the salesman in his sales efforts. But this phase of the relationship, interesting and useful as it is, is rather obvious and is taken for granted in this discussion. There is a more obscure relationship which must be understood if the organization within the house is to facilitate the work of the salesmen to the best advantage.

Recently the sales manager of a large tailors-to-the-trade house, whose sales had reached a total of \$2,000,000 per season, was confronted for two successive seasons with the stubborn fact that his gross sales had reached a sticking point. He did the natural thing, hired more salesmen, did more advertising and sent out more sales literature. When these efforts failed to push up the total to any appreciable degree he decided to make a thorough overhauling of his sales organization.

The study of his sales organization served to bring out a num-

ber of very interesting facts. In the first place, it was ascertained that the typical sale per customer was comparatively small. The sales curve, when plotted, bore out this fact, showing clearly that the vast majority of the customers purchased only small amounts. A number of customers were very large buyers, but the sales to them constituted only one-fourth of the total sales.

DEALERS DIDN'T "STICK"

A second fact revealed by the investigation was the large rate of turn-over among the small customers. By rate of turn-over of customers is meant the rate at which the total number of customers is changed by old ones dropping out and new ones coming in. If a firm has 500 customers on an average and 100 of these are new each year, the rate of turn-over of customers for that firm would be twenty per cent each year. It is evident that a high rate of turn-over of customers is extremely undesirable. Previous to this time the rate of turn-over for all the customers had been secured from time to time, but the rate had not been found to be abnormally high. This was due to the fact that the study had hitherto included the large customers. As these had been fairly permanent their inclusion served to keep the rate down. Now that the rate was secured for the small and large customers separately it was learned that it was very high for

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the small customers and comparatively low for the large ones.

If the rate of turn-over of customers had been equally high for all, large and small, the indications would have been that the goods sold were not satisfactory, that the sales treatment of customers was uniformly bad, or that the customers were oversold. The fact that the large customers stayed with the house precluded such a conclusion. Obviously there was some material discrimination between the large and small customers, but this was contrary to the policy of the house. In and out of season it had been reiterated to the salesmen, correspondents and all others who had relations with the customers, that all must be treated alike and that large customers were not to be favored. How in spite of these instructions discrimination had crept in was a mystery.

Clearly, the first step was to ascertain if the policy of the house had been wilfully violated and the instructions ignored. Salesmen were questioned, order blanks scanned, the order department was investigated, the shipping-room watched, and the vouchers were checked, but it did not seem that there was discrimination originating in any of these sources.

SALESMEN WERE UNFRIENDLY

While discussing the situation with some of his correspondents, however, a sidelight was thrown on the problem which had previously escaped the sales manager's attention. He was struck with the fact that the correspondents in discussing the customers mentioned a large number by name and showed that they were quite familiar with them and their business. As soon as his attention had been drawn to this fact he observed, before long, that the customers whose names were mentioned and whose business situations were discussed were mainly the large customers. This fact was most interesting. Whatever might be the cause of this state of affairs he reasoned that there could scarcely be any doubt as to the effect.

The familiarity of the correspondents with the large customers might have resulted from the circumstance that those customers had remained with the house for a long while. As the correspondents had dealt with them season after season they had had an opportunity gradually to become familiar with them and their situations. On the other hand, it might have resulted from the fact that the large amount of business done by these customers necessitated so much correspondence that the correspondent was soon forced to become familiar with them. A third condition which would have been operative in either case might have been the unconscious attitude of the correspondent. Although he was aware of the policy of the house he would feel more keenly the loss of a large customer than a small one. As a consequence he would tend to be more painstaking in his attitude and attention to the larger customer. The sales manager was of the opinion that all three of the causes mentioned had entered, but he realized that only the second and third could be remedied. He consequently decided to dismiss the first-mentioned cause and address himself to the other two.

Having made his observations in the correspondence department, it naturally occurred to the sales manager to find out if a like condition prevailed in the credit and shipping departments. He not only engaged the men of these departments in conversation regarding various customers, but also scrutinized the correspondence files. His research convinced him that the large customers were uniformly much better known than the small ones.

At this juncture he made the assumption that the customers who were better known to the persons in the house, whether correspondents, credit-men, or shipping clerks, received more personal attention. It seemed such a reasonable assumption to make that it scarcely appeared necessary to have it verified. The correspondence of the departments named, however, offered an excellent opportunity to compare the

\$1,000 Testimonial of Reader Confidence in The Christian Herald

The supreme test of a man's confidence in institutions and in other men, is the test of where he shall bestow his possessions when he leaves this world.

The Christian Herald—by no means a stranger to the confidence of munificent gifts by its subscribers for wise distribution in charities—was recently notified that a gentleman of Hampden, Massachusetts, who died last August, and who had been a subscriber for many years, had bequeathed \$1,000, the income of which was to be used continuously for subscriptions to the Christian Herald in a way defined by him.

That is all there is to the story—if you are totally without imagination.

Very few will need to have pointed out to them the significance of such an act of confidence in a favored periodical. To hold, year after year, subscribers whose attitude toward the Christian Herald is such as demonstrated by this Massachusetts man, and others who again and again place with the Christian Herald large amounts for distribution in charities, demonstrates the confidence of its subscribers in the stability of the Christian Herald and the permanency of its principles.

These are unmistakable manifestations of Reader Confidence and advertising value.

THE CHRISTIAN HERALD

Member Audit Bureau of Circulations

BIBLE HOUSE - - - NEW YORK

treatment of these customers who were known to the department men with those who were not. The letters, therefore, were read with care, and the tone of the letters written to small customers was compared with that of the letters sent to the large customers. The results permitted of only one conclusion. There was no doubt that the credit-man, the sales correspondent and the shipping clerk wrote the more personal and satisfactory letters to the customers with whose business they were familiar, and these were, of course, the large customers.

Without waiting for further proof the sales manager now cast about for a plan of organization which would give to the relationship between the men in the house and all of the customers that personal touch which was then enjoyed only by the large customers. His internal organization was largely a functional one. The credit-man, with a few correspondents as assistants, took care of all credit problems and handled all the correspondence that pertained to credits. Another department head, with assistants, took care of all the grievances and handled the correspondence that related to complaints of any kind, whether they referred to the goods, prices, shipments, returns, and the like. Still another department head handled all the correspondence involving sales promotion. This functional specialization provided a type of organization through which a specialist was in charge of a group of related functions. As each man dealt with similar problems from day to day he came to be an expert in the handling of those problems. He knew just what to do in each case, and could handle the cases with great dispatch. These were very decided advantages, and the sales manager had frequently prided himself on the resulting efficiency of his office.

His only concern had been the limited application that he had been able to give to the principle of functional specialization. As soon as the size of the business would permit, it had been his plan to introduce even more specializa-

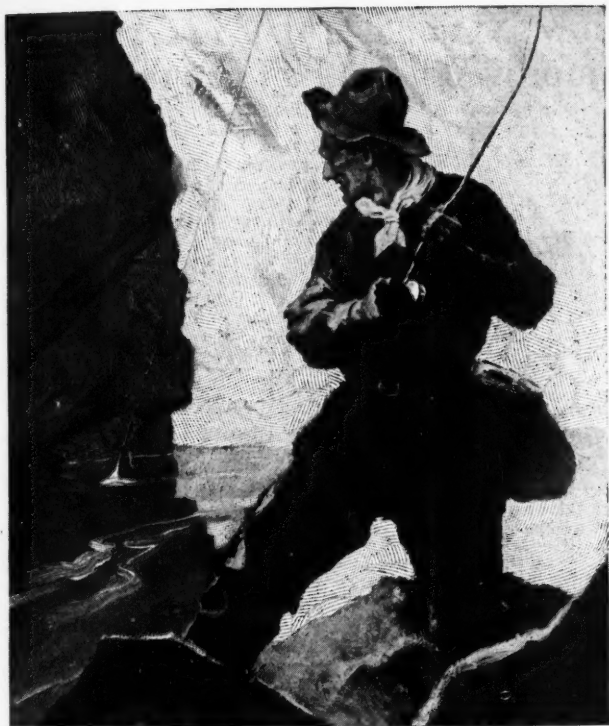
tion. The goal that he was aiming for was an organization where the functions would no longer be grouped as they now were, but would be distinct, with one person in charge of each. He would then have separate individuals in charge of the different kinds of complaints; for example, one in charge of claims in regard to goods, one in charge of grievances pertaining to prices and terms, one in charge of returned goods, etc. In the case of sales promotional work, similar specialization was anticipated. This would mean that for every distinct type of activity there would be an expert authority in charge.

The advantages of functional specialization had been so obvious that the sales manager had been thoroughly impressed with the desirability of utilizing it to the very limit. He had, in fact, accepted the principle as the first law of organization and had ceased to question it. Now for the first time in years he began to doubt that specialization was an unalloyed blessing. He began to wonder if the expertness in handling relations with customers had not been secured at too great a cost, namely, at the expense of the personal contact with the customer. The thought was not an agreeable one, for specialization had accomplished so much, but he knew that facts and not opinions were the best guide. The facts showed clearly that the small customers did not receive the same personal attention that the larger ones did. As functional specialization was the very foundation of his organization it was evident that this specialization at least did not promote such personal attention. Whether it actually militated against the development of personal relations was an open question.

REORGANIZED SYSTEM TO LESSEN THE DIFFICULTY

As was natural, the sales manager first considered the feasibility of issuing stricter instructions to all in the house who came in contact with the customers, emphasizing the imperative neces-

(Continued on page 113)



"Go after the Big-uns"

YOU cannot land a musky,
bass, trout or pickerel
on tackle made for croppies.

Nichols-Finn go after Sales Results with
Big, Dominating Advertising and
Merchandising Ideas—and *land* them.



NICHOLS - FINN
ADVERTISING COMPANY
222 SOUTH STATE STREET, CHICAGO

How National Cloak and Suit Co. Improved Form Paragraph System

The "Slip System," as It Is Called, Cuts Expense of Letter-writing from \$9 to \$2.25 a Hundred

"BEFORE putting in our 'slip' system of correspondence about two years ago," said George B. Everett, general office manager of the National Cloak and Suit Company of New York, "the expense of our correspondence was this: Three dollars a day to one correspondent for dictating, with the aid of form paragraphs, 100 letters; four dollars for transcribing these letters; two dollars for examining them. This made nine dollars for 100 letters. To-day, by using the 'slip' system, one girl 'picks' 200 letters. The average salary of these 'pickers' is \$2.50 a day. We now find it necessary to examine for completeness and accuracy only 50 per cent of all letters picked, at a cost of one dollar for 100 letters. Thus, our expense in getting out 100 letters to-day is \$2.25, as against nine dollars before this system was introduced."

The "slip" paragraph method, as used with entire satisfaction by this company, is an offspring of the form paragraphs. The only difference is that instead of typing form paragraphs to make up a letter, each paragraph is multi-graphed on a separate slip; hence the term "slip paragraph."

These slips are about half the size of a regular letter sheet, and the paragraphs are as nearly uniform in length as possible. Many of the slips contain more than one paragraph. The proper slips are picked and then clipped together—and, presto, the letter is written. It has the appearance of a dictated letter written on half-size sheets. As many business houses now prefer to use half-size sheets, there is nothing unusual in the appearance of the letter.

In all, about 400 different slips are used, 200 of which are "active." These slips take adequate care of 90 per cent of this con-

cern's correspondence. The occasions when a *complete* and *accurate* letter cannot be written by means of this system are rare, and are constantly becoming fewer as the form paragraphs are constantly being improved. These form paragraphs represent a gradual development based on many years of experience. The main reason why some concerns have found the form paragraph system a failure is because they lacked the necessary patience of constant additions and revisions until the folio of paragraphs becomes really complete.

There are, of course, well-known objections to the use of form paragraphs. But the slip system answers most of these objections. It has all the advantages of the form-letter and the form-paragraph systems without the disadvantages. The slip system greatly increases the economy, the speed and the accuracy of operation. The only important disadvantage of the slip system, granted that form paragraphs have been developed to the point of real efficiency, is the chance of picking the wrong slip and of not picking enough slips to cover the case completely. Most of these mistakes are caught by examiners. In this concern, less than one-half of one per cent of letters are inaccurately or incompletely picked.

WORK OF "PARAGRAPH-PICKERS"

These paragraph-pickers are not automatons. They memorize the subject matter in each form paragraph. Their work is creative. They start in as examiners, and this work is ideal preparation for work as pickers. Girls who have not had experience in picking letters are found to make the best examiners; although when the slip system was first put into use in this concern the correspondents who had worked with the aid of



11 EAST 36TH STREET
NEW YORK

INCREASING a
\$3,000,000 business by
20%—a gross increase
of \$600,000—has been
the record made by a
Cheltenham client dur-
ing the past year.

CHELTENHAM
Advertising Agency, Inc.

form paragraphs became the "pickers." They were already trained for the work.

Each correspondent both picks the letter and addresses the envelope—does all the work on and is held entirely responsible for each letter he writes. This includes rewriting paragraphs and creating new paragraphs when necessary. The typing is done by the picker. Also the picker inserts all enclosures and addresses matter for separate enclosure.

As an example of a letter which might be written, addressed and mailed in much less than five minutes, take the following reply to a letter which reads:

Dear National:

Why is it that I have not received the money due me for the raincoat I returned to you about two weeks ago? I would like my money as I want to use it. Please reply promptly.

Respectfully,

MRS. C. P. HOWELL,
Indianapolis, Ind.

This is the reply. It consists of three half-sheets and an information blank. The stars indicate the division into sheets and, of course, do not appear in the letters sent out.

NATIONAL CLOAK & SUIT CO.
NEW YORK CITY

Dear Customer:

Your recent letter has been given our careful attention, and at the very beginning we want to tell you how very sorry we are that you have been caused inconvenience.

The reason your money has not been sent to you is that the goods you returned have not reached us. Evidently they have been delayed on the way.

Now we are anxious to adjust this matter for you as soon as possible, so we ask that you kindly give us information which will enable us to trace the package. This you can do by answering the questions on the last page of this letter. Then sign your name and address in the spaces provided, and return the page to us.

As soon as we hear from you, the matter will be given careful attention, and we shall try to follow your instructions without a moment's delay.

We are very sorry that you must have the annoyance of a delay, but there really is no way in which we can prevent it.

However, we do assure you that your reply will be given careful attention just as soon as it reaches us, and we shall try to make up to you for the inconvenience you have been caused.

Yours very truly,
NATIONAL CLOAK & SUIT CO.

Please give the information asked for below and return this page to us.

GOODS RETURNED

Style No.	Size	Color
.....
.....
.....

DESIRED IN EXCHANGE

Style No.	Size	Color
.....
.....
.....

Were goods returned in your name?...

From your present address?.....

Give exact date on which you returned them?..... Did you return them

by Parcel Post Insured?..... If so,

please send Insurance Receipt or give

Insurance Number here?..... If you

have not this information, ask your

Postmaster for it.

Did you return them by Parcel Post

Not Insured?..... Did you Get a

receipt for the package?..... If so,

please send us the receipt.

If you did not get a receipt, please

have your Postmaster answer the question immediately following.

Postmaster: Did this package leave

your office?..... When?.....

Signed Postmaster

Did you return package by Express?

..... If so, please get a copy of the

Express Receipt from the Express

Agent and send it to us.

Sign Your Name.....

Address.....

Sales letters, as well as general correspondence, are covered by this system. For example, take the following answer to an inquiry. In this case each paragraph is on a separate sheet.

NATIONAL CLOAK & SUIT CO.
NEW YORK CITY

Dear Customer:

Every opportunity to make you better acquainted with "National" values is a pleasure to us. So it was doubly gratifying not only to receive your order but also to learn that you are interested in other "National" goods.

The samples enclosed are such an exceptionally good assortment that we believe you will have no trouble in making a satisfactory selection. We shall then be pleased to make to your measurements any made-to-measure garment pictured on pages 189 to 207 of the Style Book. And remember—perfect fit, style and serviceability are guaranteed. For twenty-seven years we have been making garments for women, and during all that time we have been gaining more and more knowledge, acquiring greater skill. All the benefits of this experience go into every garment we make.

It is so easy to take measurements accurately that any friend can do it for you by following the instructions on the enclosed Perfect-Fit Chart. And if a "National" tape-measure is used, the measurements will be just as accurate as though taken by a tailor. Quite likely you have a tape-measure, but just as an extra precaution, we are sending one that is exactly like

The "Department Store Rate" in the Brooklyn Standard Union is 15 cents flat, no matter how much space is used.

That will be your rate, no matter how much space you use, when you decide to become acquainted with the two million people in Brooklyn.

those used in our workrooms. If our instructions are followed, things cannot help but be right. Should you want to give special directions regarding making or trimming, or if there is any peculiarity about your figure, be sure to write us fully when sending your order.

Let us make a garment to your measurements. Enjoy the beauty and becomingness that "National" tailoring alone can give. The garment will be stylish and it will fit you perfectly. Then, too, your satisfaction is guaranteed, and best of all, you will save money.

Yours very truly,
NATIONAL CLOAK & SUIT CO.

Or take the following two-sheet letter which might be written and mailed in a minute:

NATIONAL CLOAK & SUIT CO.
NEW YORK CITY

Dear Customer:

We are especially proud of our piece goods, and we are glad to send you the enclosed samples. These materials are the very newest weaves and you can make no mistake in choosing any one of them. By referring to the pink ticket attached to any sample, you can readily determine the width and price per yard of that material.

We are anxious to receive your order—not simply because we want the order. Of course, that's one reason; but there are other reasons. We want to show what complete satisfaction buying from the "National" really means. We want to prove that all we have to say about "National" goods is true. There is no reason why you should not get the most for your money and "National" values offer you every chance in the world to do so. You have our Style Book—are you going to lose this opportunity for saving!

Yours very truly,
NATIONAL CLOAK & SUIT CO.

Such a system is most desirable, of course, where the volume of correspondence is relatively large, and where the same conditions arise over and over again. And its efficiency depends mainly upon two things: The completeness of the stock of form paragraphs and the quality of these paragraphs. This is the work of years, not days. Then add careful and intelligent selection, and we have the combination which makes this system a big advance step in business correspondence.

Asked concerning other things his company had learned from its experience in using form paragraphs, Mr. Everett mentioned the necessity of extreme simplicity and explicitness in the letters it writes. The picker's

most important task is to pick, or modify, paragraphs so that the answer to a letter is first explicit. This, he thinks, is one of the main secrets of successful correspondence, especially with women.

He also finds that it pays to use capital letters freely in a letter. His idea is that even though the reader only reads the matter in caps, she will get the message. This is illustrated in the letters reproduced by the use of italics. Even though capital letters in some cases might tend to cause slight offense to the reader, this idea is found to be profitable.

He also strongly advocates the form-paragraph system in general. "There are times," he said, "when every correspondent finds it comparatively easy to dictate a splendid letter, when just the right words come easily and fluently. But there are other times when good thoughts and words simply won't come. But the form paragraph takes care of the correspondent's dull days."

The correspondence of this company is divided into four classes: Inquiries, complaints, returned goods and general mail—mail not covered by either of the other three divisions. The slip paragraphs are similarly classified and are numbered at the top. For example, C1 would denote slip number one in the complaint series. It is important that no subject list is provided to the pickers. Each picker gets familiar with the contents of each slip by reading the entire slip—pickers are not required to memorize the paragraphs verbatim. This often would cause a picker to lose sight of the purpose of the paragraphs. Each paragraph has a definite function.

"Our experience," Mr. Everett concluded, "is all in favor of the slip system. It produces better letters at much less cost than by the form-dictation system."

Joins Henri, Hurst &
McDonald

St. Clair Carver, formerly of the Heegstra Advertising Service, Chicago, has joined the copy department of Henri, Hurst & McDonald, of the same city.

Bridgeport

CONNECTICUT'S WONDER CITY

Measures Its Increases by Millions!

INCREASE in grand tax list over previous year, over

Twenty-one Millions (\$21,906,933)

INCREASE in total number of passengers carried by
Bridgeport's trolley lines

Two Millions - - (2,729,837)

INCREASE in value of dwellings

Five Millions - - (\$5,764,385)

INCREASE in value of mill and factory buildings

Four Millions - - (\$4,838,085)

And the INCREASE in WAGES paid to Bridgeport
Workers now compared with 1910

**(Present Annual Payroll \$62,000,000—
in 1910 it was \$9,987,776.)**

A Million Dollars a Week!

Think of it! A million dollars more each week is
paid to Bridgeport's wage workers.

No matter how small the advertiser's list of
New England daily papers, it should include

Bridgeport Post and Telegram

Connecticut's Largest Circulation!

POST PUBLISHING COMPANY, PUBLISHERS

The Julius Mathews Special Agency—Boston—New York—Chicago



The Tissue of Dreams

AROUND it are woven the dreams of fair women.

By means of it the dreams come true.

Without beauty, formless, flimsy; it cannot be pictured. Useless in itself, given hardly a thought; accepted, like bread, as a necessity of life.

The paper dress pattern is the magic key to the goal of heart's desire. The means to the end that every woman seeks—to be well dressed; distinctively, fashionably.

In use for fifty years, yet always changing, always new—have you ever stopped to consider the miracle, the romance in the tissue paper Butterick pattern that you buy so casually for the paltry sum of fifteen or twenty cents?

Ogden, New York, Memphis, Cape Town, Petrograd, it matters not where you live, the pattern enables you to make your own gowns—easily—perfectly—after the latest ideas of all the great style-creators of the world. Back of the humble pattern is the Butterick fashion organization, covering the entire civilized globe. Wherever and whenever a new style is born Butterick artists are present.

And it matters not where you live, you have the Paris and New York styles as soon as Paris and New York. It matters not





where you live, if you are well dressed today in your home town, you are well dressed for London, Vienna, Paris, Buenos Aires.

The Butterick pattern has made style international and simultaneous.

Not only did Butterick's invention of the dress pattern make it possible for women the world over to make their own clothes well, stylishly and with individuality; but it enables you to have two modish costumes for what one would cost otherwise.

Do you realize that you never really buy a paper pattern? It is a dress you are buying. It is the *chic* costume you saw pictured in the magazine that you have really "bought" before ever you go to the store for your pattern. You cannot wear twenty cents' worth of tissue paper pattern. It is merely a "blue-print" or working-plan to enable you to construct the gown; and useless in itself.

As you walk up to the pattern counter you are not thinking of a tissue pattern, but of the silk you are about to buy at the next counter; the buttons, the lining—the new corsets and shoes you are going to have to complete your costume; to "make you new all over."

Yet it is the unconsidered, ridiculously inexpensive paper pattern that makes all these things possible; makes it possible for you to dress so stylishly, so economically, so individually. Makes it possible for the merchants of America by selling Butterick patterns to sell yearly three hundred million yards of cloth, and other dry goods beyond estimate.

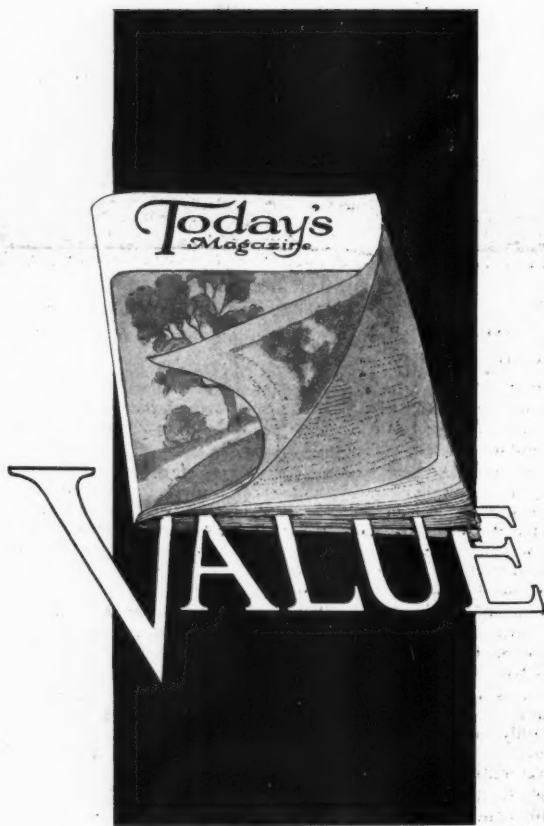
There is no thing so cheap and yet so valuable; so common and yet so little realized; so unappreciated and yet so beneficent as the paper dress pattern. Truly one of the few great elemental inventions in the world's history—the Tissue of Dreams.

Butterick

WOMAN'S MAGAZINE

The Illustrator

THE DESIGNER



Are Liggett's One-cent Sales Helpful or Harmful to Advertisers?

The Interesting Results of an Interview with President Gales and of a Canvass Among Other Retailers and Manufacturers

By Paul Findlay

ADVERTISERS who have been aware of the great volume of branded goods sold at the "One-cent Sales" of the Liggett's-Riker-Hegeman chain of drug stores are beginning to wonder what the effect will be on their own campaigns.

The plan, as most folks know, is to sell, for instance, two cakes of soap for six cents; that is, the regular price of five cents for one cake and one cent for the other cake.

If retailer Perkins, down in Alma, Ala., should put on a sale of this kind, it wouldn't matter at all. But when a powerfully organized chain like Liggett's does it, all kinds of questions are raised. The practice bids fair to become epidemic, for since Liggett's has scored a big success with this periodical sale, the little fellows in various fields are doing likewise.

What is the effect on branded goods?

In the case of a chain of 148 drug stores, are these sales building the business of the chain at the expense of the advertising manufacturer?

Is such promotion of sales permanently constructive, or is such spasmodic effort eventually demoralizing?

When \$12,000 to \$15,000 worth of a single item, usually considered foreign to the drug trade, is purchased to supply the demand during one sale lasting three days, almost any manufacturer will be interested enough to consider what the ultimate effect will be.

Facts and figures showing volume of sales must form our most reliable basis for judgment. I am not sure where the idea originated, but the Liggett Company is the present conspicuous exponent of the practice. So I have tried to make a rather careful in-

vestigation into the attitude (1) of the Liggett company, (2) of the makers of the goods sold, (3) of manufacturers who do not join in the sales, and (4) of competing retailers.

From George M. Gales, president of the Louis K. Liggett Company, I got an idea of what his company is aiming at.

"Fundamentally, the object is advertising," said Mr. Gales. "The sale is always a big advertisement. If we can advertise by a method which will get a lot of people into our stores to buy goods at prices which leave us some margin, so much the better—and we accomplish this with our sales. What we sacrifice through curtailing our margins we make up through increased permanent business, as the figures amply demonstrate. The sale is also a splendid way for us to introduce our private and controlled brands—thousands of people try these goods for the first time during a sale, and become permanent consumers thereof afterwards. Again, we emphasize the locations of our stores. Finally, we impress the public with the great variety of goods we handle—so many things not usually associated in the public mind with 'drugs.'"

"What about the cut-price objection?" I asked.

"No such objection can hold," said Mr. Gales. "As each article is sold at our regular price, the effect is clearly to establish in the minds of consumers our usual price. They know they are buying two 10-cent cakes of Jap Rose soap for 11 cents; they understand perfectly that they will be asked 10 cents for one cake and 20 cents for two cakes when they come again. When manufacturers understand this—when they realize what we offer the manufacturer—they are usually willing to make

***He bought direct one 200
H.P. Water Tube Boiler***

***He bought direct one Electric
Motor***

***He bought direct one Non-
Return Stop Valve***

***He bought direct two Blow-
Off Valves***

***He bought direct one Pump
Regulator***

***He bought direct one Thermo-
stat for Service Heater***

***He bought direct Pipestock
and Dies***

***He bought direct Metallic
Packing***

He bought direct Cylinder Oil

***He also bought pipe, pipe covering,
waste, packing, valves, and tools
through dealers specifying such
brands as he saw advertised.***

*His name is H. A. Munyon and he
is Chief Engineer of a State Institu-
tion in Syracuse, N. Y.*

*He bought all these things through
advertisements in POWER, the paper
which power plant engineers swear
by and buy through.*

*Power is one of the five Hill En-
gineering Weeklies published at 10th
Ave. and 36th St., New York City;
the others are Engineering &
Mining Journal, Engineering News,
American Machinist and Coal Age.
All members of the A. B. C.*

ures quoted in our valedictory advertisement, as follows:

"Over 250,000 pounds Liggett's coffee.

"Over 90,000 cakes of our controlled brand soaps.

"Over 3,000,000 Salisbury cigarettes.

"Over 70,000 pounds of our Fenway and other candies.

"Over 500,000 of our brands of cigars.

"Over 90,000 pounds Liggett's teas.

"Over 100,000 packages Stag and Tuxedo tobacco.

"Over 20,000 toothbrushes.

"Over 35,000 boxes of stationery.

"Over 20,000 packages talcum powder.

"Over 100,000 packages Liggett's jam, honey and marmalade."

"Will you give me the names of some of the standard goods featured in these sales?"

A few of them were quoted as follows:

"10-cent Van Camp's soup, 2 for 11 cents.

"25-cent Van Camp's tomato catsup, 2 for 26 cents.

"10-cent Ammo, 2 for 11 cents.

"19-cent Durham demonstrators, 2 for 20 cents.

"10-cent flash, 2 for 11 cents.

"25-cent Runkel's cocoa, 2 for 26 cents.

"5-cent Borden's almond bars, 2 for 6 cents.

"10-cent Borden's malted milk froquets, 2 for 11 cents.

"39-cent Borden's malted milk, 2 for 40 cents.

"25-cent U-All-No after dinner mints, 2 for 26 cents.

"5-cent Spearmint double mint and Sterling gum, 2 for 6 cents.

"10-cent Tuxedo tobacco, 2 for 11 cents.

"10-cent Murat cigars, 2 for 11 cents.

"10-cent Stag tobacco, 2 for 11 cents.

"15-cent Lord Salisbury Cigarettes, 2 for 16 cents.

"19-cent Durham shaving stick, 2 for 20 cents.

"10-cent Jap Rose soap, 2 for 11 cents.

"50-cent Pyralin ivory combs, 2 for 51 cents.

"10-cent Waneta Premium cooking chocolate, 2 for 11 cents.

"25-cent Holbrook's Worcester-shire sauce, 2 for 26 cents.

"\$1.00 Normanna olive oil (qts.), 2 for \$1.01.

"15-cent Quaker breakfast biscuits, 2 for 16 cents.

"15-cent Pettijohn breakfast food, 2 for 16 cents.

"25-cent Johnson's Educator wafers, 2 for 26 cents.

"10-cent Carter's ink, 2 for 11 cents.

"10-cent Kalamazoo paper ice blankets, 2 for 11 cents.

"25-cent Wizard furniture polish, 2 for 26 cents."

Now for the round-up: What were the brass-tack results in the Liggett stores?

During the three-day period of the last sales, taking note of all the 148 stores, the sales of the various stores were from 2.9 to 6.6 times normal. In other words, they sold from nearly three times to over six and one-half times their normal amount of goods. Two specific instances will make this still clearer: In one prominent store the normal for three days was \$6,687. The sale enabled it to turn out \$24,473 worth of merchandise — a gain of \$17,786. In another the normal was \$3,745 and the sale figures were \$21,000, a gain of \$17,255. These figures will go far to justify Liggett's faith in one-cent sales.

But there is evidence even more convincing than that, evidence that business throughout the year is improved by the sales. For I find that, during the first four months of 1916 one of the stores increased its volume of sales by 9.30 per cent, and its net profits by over 57 per cent.

* * *

And now let us see what others have to say about the one-cent sales.

Manufacturers who join in state that they feel they can overlook a sale which only runs three days, four times a year, when many lines are included so their goods are not specially singled out for

(Continued on page 25)

The first seven months of 1916 show a gain of 88,936 lines over the same period of 1915,—a gain on top of last year's big gain. This increase of 23% in business carried, clearly indicates the increasing appreciation of Collier's value as an advertising medium.

5¢ a copy
Collier's
THE NATIONAL WEEKLY

New York—Chicago—Boston—Philadelphia

Collier's
issue of July 29th
913,200 copies

Read "BUSINESS AFTER THE
WAR," an analytical article
by ISAAC F. MARCOSSON, in
your July 29th Collier's.

Continued gains in circulation and circulation revenue indicate but one thing to the observant advertiser—an increased reader interest and the greater advertising value of the magazine.

For the six months ending with the June issue, Hearst's circulation showed an increase of 154% over the same period of 1915.

During this period the revenue from newsstand sales showed an increase of 175% over the corresponding months of 1915.

Newsstand magazine sales represent the finest type of reader interest.

You can't force a reader to the stand to buy—he goes there voluntarily and with his mind clear as to the magazine he wants to purchase.

And the revenues from newsstand sales of Hearst's Magazine showed an increase of 175% for the first six months of 1916 over the same months of 1915.

During the first six months of 1916 as compared with the same months of 1915, the revenues from direct subscriptions showed an increase of 61%.

In its production of direct circulation, Hearst's does not make special rates to the big subscription agencies, nor does it indulge in any of the bargain producing

methods so properly criticised by advertisers, agents and advertising managers.

Yet in the face of a rigid *no return* basis with the newsdealer, and a *no bargain* basis with the producer of direct subscriptions, Hearst's has shown circulation gains unequaled by any magazine of its class.

Many national advertisers have been quick to take advantage of a medium like Hearst's and attest their approval of its methods by having expended with it 98% more money in the first seven months of 1916 than they did in the corresponding months of 1915.

And the advertising report for August issue shows more than 100% gain over a year ago, and an advance report on September issue, which does not close until August first, indicates more than a 100% increase over September 1915.

Hearst's should be on the list of every advertiser in the general field. It has all the advantages demonstrated by any of its contemporaries and *more* than any other but *one*.

This statement is not fancy but fact, as comparative data will prove.

September Issue Closes August First

Hearst's Magazine

**119 West 40th Street
New York City**

**1024 Hearst Building
Chicago, Ills.**

Member Audit Bureau of Circulations



“We Want More of It”

A first-hand canvass of department stores, hardware stores, men's clothing stores, etc., in the Springfields in Illinois, Massachusetts and Ohio, shows that the leading merchants do from 7 to 25% of their business with country people, who pay cash and stick to stores that give service.

So it is not at all remarkable to find that these merchants unanimously say, in speaking of country trade, that they “want more of it.”

To the manufacturer whose goods are adequately distributed, this advertisement points toward an opportunity. For details address The Farm Journal, Philadelphia.

offering. They cite the no-delivery feature as an effective check on large quantity buying.

So, the interpretation of such manufacturers is that the sales are really sampling campaigns, with the advantage on the side of the sampler. Sampling expense is usually heavy. Now, if a way can be found whereby the consumer pays for the sample and comes for it herself, such a way furnishes much greater efficiency and vast economy of operation.

Again: The sample for which the consumer pays carries its message more effectively than one she gets free—just like anything else. She tries it carefully, with some regard to directions and some intelligent attention to its use, etc.; hence it goes much farther in establishing the use of the goods in her home.

One manufacturer says that these sales are great aids in raising the unit. A shaving soap may have been sold in the 10-cent size. Changed market conditions may render that size very difficult or impossible to make at a profit; hence he wants to switch the demand to a 25-cent size.

If Liggett sells a customer two of the sticks for 26 cents, two great things are done for the manufacturer: First, the shaver will surely use the two sticks, second, he will very likely become so accustomed to the larger size that thereafter he will use it exclusively. Right now this example may be applied to ink; for the ink makers are finding the five-cent size absolutely unprofitable and are trying hard to switch demand back to the 10-cent bottle.

One manufacturer who co-operated with Liggett gave his views as follows:

VIEWS OF MANUFACTURERS

"We are very careful how we go into that kind of thing. We watch it closely and supply only such amount of goods as we feel reasonably sure will be sold during the sale, so that stock will not be left over, taken in on a special price, on which cut prices could be maintained later as a

matter of policy with profit to the Liggett people. So, to safeguard our regular distributors, we select articles on which we have little or no distribution in the territory where the sale is held; and on these we get introductory work which is so effectual that we can afford to pay well for it by means of a price concession. Thus the Liggett stores make a small margin even on the sale basis.

"Now, to give you an idea of what such paid-for sampling can mean to us, let me say that one of our previous sampling campaigns in Greater New York cost us upward of \$380,000 in hard cash. That article is enjoying a large demand. It was not featured in the one-cent sale—and will not be featured there at any time. But for a new article—why this plan strikes me as being just about the right thing for a manufacturer. It is right for the merchant, too, if you analyze it carefully. For if the consumer likes our goods and learns the price is the same in every store except during sale periods, she is more than apt to buy them in the local store near her home."

Another said: "We have not made any special allowance on (his original brand). We did, at the time of the introduction of (second brand), make a small allowance of free goods to get this brand well placed on the market. We do not make a practice of this, and owing to the limited extent to which we have used it, it follows that there has been no objection on the part of retailers."

Again: "We looked upon the Liggett sales plan as a merchandising proposition backed by advertising. We succeeded in having many people try our goods who had never purchased before. . . . Like a canvass, it placed the goods right in the homes and the public realized that it was simply an advertising plan."

Another: "We believed that by placing our goods in the one-cent sale we would help small retail grocers, as every chain store is featuring something of similar character which they sell contin-

ually, day in and day out, at a price less than the cost to the retailer. Our product is not sold through the chain stores, and we considered it a splendid opportunity to push the sale through a channel that was not competitive. If we can gain five or ten thousand new consumers by having them purchase our goods through the one-cent sale, we shall be establishing more business for the retailer who can sell our goods at a profit. . . . *The retailers that are our steady customers did not find fault with the plan.* The retailers that do not sell our goods, or give us very little support, were the ones that kicked."

I talked with several "independent" druggists and with managers of unit stores of chains other than Liggett's about the effect of the one-cent sales on their business.

OTHER RETAILERS NOT WORRYING

One man who does business across from one of the Liggett stores said he tried to notice the effect of the sale, and he really could see none whatever. Said his business was neither stimulated nor depressed. He thought it had not affected his trade in the least, one way or the other.

Another, a druggist of unusually long experience with an enviable record for success, went back reminiscently over the history of many formerly popular, well-established proprietary articles which are now mostly memories to show that any cut-price plan of exploitation inevitably eventuates in the retirement of the brands from sale. He said:

"It may be accepted as axiomatic that any article which is exploited that way is headed for oblivion. It may not go at once. It may remain on the market for some years. But any such method will vitally injure any manufactured article sooner or later; and the manufacturer who lends his co-operation to such a plan of marketing is committing suicide, even though his death be slow. I am speaking this way after an experience of a good deal more than

a generation of successful drug merchandising."

Another man, thoroughly up to date and successful, who is in position to speak with ample authority, but whom I may not identify more closely, said:

"So far as the manufacturer is concerned, I am positive that he gains nothing in the way of permanent increase in his demand even in this restricted territory. As for other locations—how is the grocer in Kokomo, Muskegon and Emporia going to feel toward the Van Camp people when he learns that their 10-cent can of tomato soup was sold at 5½ cents a can in drug stores? You cannot persuade him that the Liggett people lost money on the sale. Therefore, he is going to ask why he cannot get such a cost from the canners. He is going to sell some other soup. And the same applies to the small-town druggist in connection with all the other items listed in that sale."

From another manufacturer:

"The argument about selling goods into 40,000 new homes would be very strong if it were based on fact; but it is based on fallacy, for the goods are *not* sold. You cannot say a thing is sold when the customer gets it for practically half price. And solid experience demonstrates that my view is sound, as may be seen from the following incident: A short time ago those people inaugurated one of those sales, and to have some goods which they could sell on the 'one-cent' basis at a profit of such a character as to also 'sweeten up' the sale, they asked us to put up an entirely staple preparation under our own brand. We would not do that, nor would we give them any of our well-known preparations. Finally, we did consent to give them the goods under a new name and we imprinted each package in very plain type with our name as 'manufacturers.' Altogether we delivered to them 120,000 packages of the item. Every package was sold during the sale. Naturally, every package carried our well-known name with it. But

only one single call for those goods resulted, and that was some months afterwards and from a concern located over 300 miles from the locality of the sale.

"Which shows that while 'yellow dogs,' as we call odds and ends, sell easily under such pressure, they do not repeat, and that one-cent sales *do not create business.*"

* * *

Such is a fair summary of the expressed views and opinions pro and con. It is clear that some manufacturers feel justified in co-operating in this system of promoting demand, or sampling, or advertising, as they variously may prefer to characterize it. It is equally clear that others have decided convictions against the practice.

The plan may not have vitality, or it may be sound and vigorous. If not, it will die after a more or less spectacular career. But if vigorous, it cannot fail to exert great influence. For it must be

observed that the drug trade holds no patent on it. Hence, if sturdy, it will be used in many lines and probably will affect every retailer in the country and, naturally, every manufacturer whose interest lies with the retailer.

So, from every standpoint, the one-cent-sale idea seems to merit the careful attention of everyone interested in general advertising.

Gillette Buys Amplex Auto Works

King C. Gillette, the well-known manufacturer of safety razors, is reported to have purchased the Amplex Auto & Machine Works, Mishawaka, Ind. Mr. Gillette is interested in a new type of rotating sleeve motor, invented by M. L. Williams of Chicago.

Thomas M. Patterson Dead

On July 23 occurred the death of Thomas M. Patterson at his home in Denver, at the age of seventy-seven years. For many years he had been owner and editor-in-chief of the *Rocky Mountain News* and of the *Denver Times*.

The George L. Dyer Company 42 Broadway New York



Newspaper, Magazine
and Street Car Advertising

Publicity and Merchandising Counsel

Ridgway Retires from Butterick

Erman J. Ridgway has retired as a director in the Butterick Company, and also as editor-in-chief of the Butterick publications, including *Everybody's Magazine*, the *Butterick Trio*, and *Adventure*. He retains his directorship in the Butterick Company. Just what his future plans will be has not been announced.

Mr. Ridgway became identified with one of the Munsey enterprises soon after leaving college, working up to be general director of these publications. After some ten years with Mr. Munsey, Mr. Ridgway, with George W. Wilder, president of the Butterick Company, and John Adams Thayer, bought *Everybody's*.

It is generally understood that the coup that suddenly raised the circulation of *Everybody's* from 250,000 to 750,000 was Mr. Ridgway's own idea. That was inducing Thomas W. Lawson to write for this publication his famous "Frenzied Finance." There are several stories of how this was done. It is said that when Mr. Lawson began to issue statements bearing on Amalgamated Copper, Mr. Ridgway sent the editor of *Everybody's* to camp out in Mr. Lawson's outer office until he got the story. This the editor did, until one day Mr. Lawson inquired about this persistent visitor. This proved the entrée that resulted in the writing of Lawson's great series, on the heels of which the rise in circulation mentioned resulted.

In 1909 the amalgamation with the Butterick Company took place, Mr. Ridgway becoming simultaneously editor-in-chief of all the Butterick publications.

Hugh McVey Joins Capper Publications

Hugh McVey has resigned as advertising counsellor of *Successful Farming*, to take up similar work for the Capper farm publications. He started in the advertising business with the *Daily Drivers Telegram*, of Kansas City. Before joining the Meredith organization two and one-half years ago, he was for five years advertising manager of the *Pierce* farm publications.

It is stated that Mr. McVey will continue the research and general promotion work in which he has been engaged for several years.

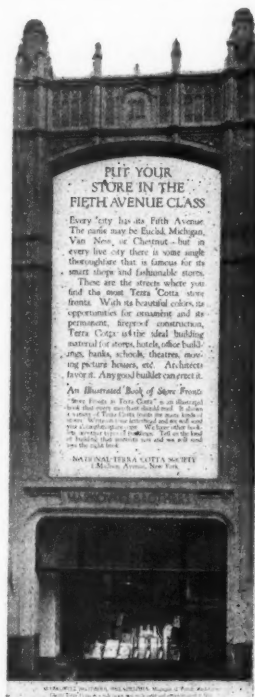
A Joint Campaign for Terra Cotta

One of the most recent co-operative advertising campaigns is that of the National Terra Cotta Society, an association of terra cotta manufacturers with headquarters in New York City.

This campaign, which is frankly an experiment, is to run for six months, nationally. Its aim is to interest shopkeepers in terra cotta as a decorative material for their store fronts, and also to influence property owners, either directly or through their tenants, to specify terra cotta when building or remodelling their buildings.

One of the advertisements sighted along these latter lines is headed "New Fronts for Old Stores," showing an actual building before and after it was remodelled with terra cotta trimmings.

Another of the advertisements has this caption—"Which Is the Terra Cotta Store?" At the head of the ad is a photograph of a row of dingy buildings flanking a brilliantly white shop. "The answer is easy—of course," continues the copy. "There you have the argument for Terra Cotta at a glance. The Terra Cotta store is bright, clean, distinctive. It stands out from its neighbors. It talks to customers of quality goods and



up-to-date service. It invites the shopper in."

"The Shopper's First Impression" is another caption that epitomizes the slant of the campaign.

Prospects are invited to send for a booklet—"Store Fronts in Terra Cotta." Already, among other results, the advertising has drawn an inquiry from one of the largest holders of real estate, developed and otherwise, in a big Northern New York State city. Some of the inquiries send in sketches of buildings, asking for advice as to a decorative scheme, etc.

There are twenty-four members in this association.

A Special Harvest

ONCE a year thousands of subscriber-agents go out among the people of their towns with the news of what THE PEOPLE'S HOME JOURNAL will contain through the coming year. Once a year they take the news of the new fiction and new features to subscribers and prospective subscribers. And once a year back into our office flows a constant stream of renewals—over 65 per cent.

This harvest time of subscriptions starts with the October issue, which also marks a special harvest time for the advertiser. Past records show that with this heavy excess circulation, a large share of it in homes that have never before had the special attractions of THE PEOPLE'S HOME JOURNAL shown them, the returns have always been most gratifying to all advertisers. October has always been a month of big results.

October forms open until August 15th.

THE PEOPLE'S HOME JOURNAL

80 Lafayette Street, New York

A. B. C. MEMBER

THE PEOPLE'S HOME JOURNAL has 1093 subscribers in Des Moines, Iowa, exclusive of news-dealers' sales; 53 "subscriber-agents" represent it there.

THE PEOPLE'S HOME JOURNAL has 587 subscribers in Jacksonville, Fla., exclusive of news-dealers' sales; 10 "subscriber-agents" represent it there.

Protecting the Consumer

The true function of advertising is to sell an increasing quantity of the manufacturer's goods at a decreasing selling cost.

The consumer does *not* pay for good advertising—but the consumer *does* pay for inefficient, wasteful advertising.

Every manufacturer and advertising man owes a moral responsibility unto the consumer which is measured by the quality of the product advertised, its price value in the open market, and the method of its distribution.

Quality, price and the manufacturer's selling functions decide the just value of the product to the man or woman who buys it in the open market.

In other words, the consumer pays for cost of selling in equal ratio to cost of making, and efficient advertising, like efficient manufacturing, helps to reduce the purchase price and to increase the inherent value of the product to the consumer who buys it.

A present-day menace to low cost of selling is what has been termed waste circulation. And waste circulation means paying for advertising in media whose subscription or news-stand volume shows by analysis an unprofitable percentage in purchasing power for the article advertised when related to the advertising cost per thousand circulation.

Owing to the range in social status and variable income per capita of population, there must be a certain waste in all advertising. This waste is being offset today by editorial content designed to reach a definite class of the population which gives the particular publication a prescribed appeal, adding a circulation and buying power unto its subscription and news-stand list which reduces to a minimum the elements of waste.

As manufacturers and their advertising counsel study the market for their product, they are naturally attracted to the class of publications which are bought by the reader for their editorial helpfulness, and a consequent relative influence upon the mind of the subscriber who purchases the publication for a defined end and not, willy-nilly, upon a kill-time or vague whim.

The Modern Priscilla

Protecting the Consumer

The value of The Modern Priscilla to the advertiser is demonstrated by this fundamental argument and reason. It is a publication that fills a definite place in the home life of the nation, and is purchased by each subscriber for that reason alone. The overhead element of waste in circulation is, therefore, an irreducible minimum. As an advertising medium The Modern Priscilla is a statistical value plus the market demand for every utility or luxury carried by their manufacturers in its pages.

No appeal in the history of civilization is stronger than that related to the home. And over 500,000 home-lovers are subscribers to The Modern Priscilla. In every issue of this unique publication they find the latest expression of the beautiful and useful in everything pertaining to that side of a woman's life which is her predominant trait and function.

In needlework, embroidery, crocheting, knitting, house-beautifying—housekeeping, every feminine handicraft in the calendar of woman's life, The Modern Priscilla holds a constant and increasing attraction and sway. And its subscription list is a large share of the busy womanhood of America to this wonderful extent, that 97 per cent of Modern Priscilla subscribers purchase all household supplies.

It is impossible to name a product used in the home that cannot find through The Modern Priscilla a ready-made market which in concentrated purchasing power is unequaled in the publishing field.

Scores of national advertisers have proved their faith in The Modern Priscilla and attested the worth of this unique medium to them by identifying their sales message with its buying power for a number of years. It is a publication that retains its advertising accounts. And it will likewise pay you.

The Modern Priscilla protects the consumer because it first protects the advertiser. It offers circulation without waste, and a class of circulation that assures business-building, profit-making response to every dollar invested in its advertising appeal.

THE PRISCILLA PUBLISHING COMPANY

The Modern Priscilla

Making Dealer-helps Mostly "Dealer"

How Jump in Sales and Good Will Followed A. L. Burt Company's Decision to Put Local Merchant's Interest First in Newspaper Electros, Cards, Slides, Booklets, Window Display

"WE are trying to 'give the dealer what he wants' in the way of dealer-helps," most advertisers would say, and honestly believe it. But how many really do it? Or believe they can afford to do it, without some reservation or compromise?

Take the matter of electros for dealers, for instance; what a wide difference of opinion among advertisers on the subject of their make-up! Shall the advertiser "hog" the whole ad, as the dealer would call it? Will the few insertions he gets compensate him for the many he misses? Shall he divide the space with the dealer? Shall he suggest copy and provide only a picture, trade-mark, or logotype to go into it? Or shall he merely offer a number of such cuts and let the dealer make what use he cares to of them? What, as a matter of fact, *does* the dealer want?

Here is an illuminating instance of how a house, or rather one special department of a house, has shown a very substantial increase in business and established itself in a favorable position in the trade, largely by the intensive development of this one feature of dealer co-operation.

The A. L. Burt Company is young only as a publisher of reprint fiction. It had long been engaged in the publication of

standard authors and other lines.

Its reprint business, while not the leader in the field, still is large. For the benefit of those not familiar with the industry it should be explained that reprint publishers buy the popular-price rights of, say, a \$1.25 work of fiction from the original publisher

after the immediate demand for it at the higher price begins to flag and put it out in a cheaper edition, at fifty cents or otherwise.

The pioneers in this field had met the Burt invasion a few years ago and the rise of other competition by establishing a live advertising department and thus preserved its supremacy. It was not until a year and a half ago that the Burt company followed them in this, with the results described.

"Our leading competitors had shown a great deal of enterprise in dealer-service," said J. R. Mayers, advertising manager of the Burt company, "and made it difficult for us to develop a system of our own without seeming to trail them at some point or another. We were not content to do this.

National advertising was out of the question for the present. After studying the situation carefully, we came to the conclusion that the dealer was the real key to it, as he always had been. He must be helped, must be per-

"Lucky I Had That Bandage Handy!"



"I always get my first aid supplies beforehand, because when something happens, I want those 'first aids' quick. No time then to run to the store. Safety first for mine." We carry a complete line of "first aid" supplies, drugs, toilet articles, writing paper and

Burt's Popular Novels
at 50c. a copy

The best novels of the day, formerly \$1.25 to \$1.50, now in Burt's Popular Edition. 400 of them. These few are typical.

The Amateur Gentleman	Jeffery Farnol
The Woman Thou Gavest Me	Hall Caine
The Salamander	Owen Johnson
The Business of Life	Robert W. Chambers
The Mischief Maker	E. Phillips Oppenheim
Otherwise Phyllis	Mervin Nicholson

Get the free complete list

S. Hemens' Drug Store

235 Main Street

Ionia, - Mich.

BURT ELECTROS WERE USED BY DRUG STORES BECAUSE THEY ADVERTISED THE STORE FIRST OF ALL

*D*o we accept orders, ideas and supervision on lithographic work for advertisers through their advertising agents?

We do!

Just as effectively, more so sometimes.

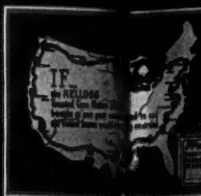
Can we point to a real good example?

Yes!

See the three following pages—

THE AMERICAN
LITHOGRAPHIC CO.
NEW YORK

PRINTERS' INK



Hangers, Show Cards and Paintings for the 1916 Window

Planned and designed

The next page illustrates the execution of our plan this campaign

Hangers
20x11
in 10 colors



Imitation Oil Paintings 18x20 in color

PRINTERS' INK



and Imitation Oil Old Window Display of

Designed by

imitates their appearance in this campaign.



Show Cards
29 x 18
in 6 colors



PRINTERS' INK



At your house, perhaps, there is some important member of the family who should be enjoying Kellogg's—the original Toasted Corn Flakes.

W.K. Kellogg



*O.K. and our congratulations on this wonderful reproduction -
The George L. Dyer Co.
H.C.B.*

The George L. Dyer Company's enthusiastic O.K. of February 9, 1916, is an indication of how successfully we have served the Kellogg Toasted Corn Flake Company, through their Advertising Agent.

We welcome similar opportunities from advertisers, their agents, or in combination.

THE AMERICAN LITHOGRAPHIC CO.
New York

suaded
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shown
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limited
time a
of adv
him.

"In
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ourse
the w
were
literat
the e
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adver
cellen
all s
sized
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"Bu
to stu
we re
all w
strict
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what
about
count
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publi
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"Th
what
using
deale
our r
no g
it wi
did r
with
ers w
gener
did r
that
was,
our
creas
store
they
not;
store
book

suaded to do more and better local advertising and must be shown how to do it. The amount of his advertising, in short, was limited only by his disposition, his time and by the number and value of advertising helps we furnished him.

"In the present condition of book-selling it is impossible to tie up the good will in titles and authors to a reprint publisher. But we found our competitors, no less than ourselves, acting on the whole as if that were the case. Their literature, their lists, the electros provided the dealer for local advertising, while excellent of their kind, all strongly emphasized the publisher's name.

"But when we came to study the situation, we realized this was all wrong. Books are strictly *individual* bids for interest. Most people like to read what is being talked about. The author counts for a great deal, but not always. The subject and scene are often factors. The publisher matters hardly at all.

"That being so, what was the use of using space in the dealer's ad to play up our name? It did us no good to speak of it with the public. It certainly did not increase our good will with the dealers, because the dealers wanted the exact opposite and generally ignored the electros that did not give it. It seemed to us that the right order of service was, first, to help the dealer sell our books; next, help him increase the visitors to his book-store or book department, whether they came to buy *our* books or not; third, get people into his store, where they might buy books, and *our* books, whether

they had intended to or not. After all these other things we might add our name, for its effect chiefly on the dealers. That was absolutely the right order for us, and, of course, on any such programme as that the dealers would be with us to a man.

"The most important part of our campaign is the local newspaper advertising. The dealers

we sell are book-stores, stationers, drug stores and department stores. We arranged to give only half the space in each of these ads to the dealer's store and the balance to our books. The same general idea was carried out in the window displays and cards and moving-picture slides.

"We announced the plan in a broadside form novel to the book trade: four groups of electros and picture slides, each suitable to a class of store. The slides were to be hand-lettered with the dealer's name, instead of its being stenciled, as is usual. Half of the advertising space was given up to our books. There was one full-face line, 'Burt's Popular Novels,' in each to advertise the house. In the department-store ads the name was not even

played up that much."

Each ad has a picture. It does not feature Burt's books. The pictures in the ads for the stationery stores call attention to stationery, those for the drug-store advertisements play up first-aid kits, toilet articles and prescription departments.

The service was offered free. Slides were mailed, but electros and window-cards were sent "express collect" unless packed with the book order, a plan which both increased orders and guaranteed



Come, Visit Our Book Department

We know you'll like it. It's complete and up-to-date — well supplied with every type of book you'll want. Just come and look them over. A visit is a treat in itself, and whether you buy or not, you're welcome. But ask for a complete list of Burt's

Popular Novels at 50c. a copy

More than 400 well-known novels, formerly \$1.25 to \$1.50, now in Burt's Popular Edition. Here are a few:

The Amateur Gentleman	John Ford
The Woman Thou Gavest Me	Madeline
The Saleswoman	Over the Hill
The Business of Life	Robert W. Chambers
The Muddled Mahar	R. Phillips Oppenheim
Otherwise Philip	Maudie Buchanan

DEPARTMENT STORES TOOK TO ELECTROS THAT FOLLOWED DEPARTMENT-STORE STYLE AND SUBORDINATED MANUFACTURER'S NAME

interest in the advertising material. The dealer was always asked to give the name of the theatre and newspapers he intended to use, and these were notified by the house to make sure the advertising ran.

DEPARTMENT STORES USED MORE THAN ONE AD

"The way the dealers rallied to the plan showed us we were on the right track," said Mr. Mayers. "Our electro distribution jumped at once from 100 to 1,000 a month. Department stores used not only the ads we had prepared for their book departments, but those we had made up for the book and stationery stores and, where they had a drug department, the drug-store ads, too.

"The old way of sending out window-display material in the trade was to pack the material with shipments or send separate after a preliminary announcement in letter, circular or house-organ. In addition to that announcement we pasted a photograph of the display on the envelope, where it belongs. We know we have multiplied the number of our showings by this one point."

Not only were the dealers pleased with the co-operative attitude of the company, but the roadmen of the house manifested a very satisfactory reaction.

This year the house is going further and supplying electros in which its name does not appear at all, only the names of the books. More than this, even, the new lists of titles supplied the dealers, with their imprint, does not carry a single reference to the Burt company, inside or out; it is *all dealer* from cover to cover. This was a novelty in the trade.

Lists were formerly provided by all the publishers in large sheets which had to be folded

twice in order to be slipped into envelopes or store packages. They were not convenient, but they cost less to print, and the dealer had to fold them. The new Burt list in small booklet form, with a tasteful cover, has been taken by dealers in quantities many times that of the old lists. Department stores, especially, are distributing them in their mailings. This is clear gain, because the book departments of these stores were seldom or never able to persuade the store advertising departments to distribute the old unattractive lists.

These and the more substantial financial results confirm the Burt company in its conviction that in

Stay home to-night and READ

You'll be surprised at the genuine pleasure you'll get from a comfortable evening at home with one of our entertaining

Popular Novels

Try it tonight. There are more than 400 titles to choose from—all good, and of a variety sufficient to suit your taste exactly. Price? Though formerly \$1.25 to \$1.50 they're now only

50c a copy

Your Name Here

Address Here



Good News for Booklovers

The following are now in the popular edition: *The Patrol of the Sun Dance Trail*, by Ralph Connor; *Sunshine Jane*, by Anne Warner; *The Templing of Tavernake*, by E. P. Oppenheim; *The Girl Who Lived in the Woods*, by Marjorie B. Cooke; *The Return of Tarzan*, by Edgar R. Burroughs; *Unto Caesar*, by Baroness Orczy; *The Hoosier Volunteer*, by Kate and Virgil D. Boyles; *Crest of Scotland Yard*, by T. W. Hanshaw; *The Witness for the Defense*, by A. E. W. Mason.

ATTENTION-GETTING AD OF NOVEL SHAPE THAT IS IN DEMAND

the reprint field, under prevailing conditions, with a commodity of such varying appeal and value and with a good will referable almost exclusively to the dealers, it is sound practice to put the latter first.

That, however, does not, of course, at all lessen the suggestiveness of the ideas for other lines where the product is uniform in character and quality.

Harland J. Wright Returns to Cleveland

Harland J. Wright has been placed in charge of the Cleveland office of the *Dry Goods Economist*. For several years he held the same position, recently, however, being connected with the New York headquarters. Mr. Wright was also formerly advertising manager of the Arlington Mills.

A Vote of Confidence

ON the tenth of every month, *Cosmopolitan* goes before the country and gains the endorsement of over a million people.

Many a public official elected by an overwhelming majority would be recalled by a landslide if compelled to go before the people on his record every month.

Yet twelve times a year *Cosmopolitan* makes good triumphantly on just such a test.

The sale of every issue of *Cosmopolitan* is directly related to the worth of those that have gone before. The slightest lowering of its standards would result instantly in a heavy loss in its standing.

For forty-six consecutive months *Cosmopolitan* has held a circulation of over a million copies—and nearly 800,000 of them are sold on the newsstands within five days after publication.

Never has *Cosmopolitan* been better equipped to stand forth to judgment than will the new BIG *Cosmopolitan*.

It will be a greater book in every particular. To the reader, it will be a greater magazine by one-half than ever before; to the advertiser, an incomparably greater service.

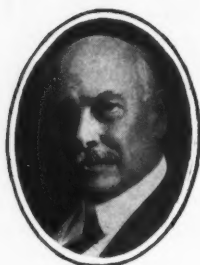
The shrewd advertiser will not miss appearing in a single issue of this magazine that is to be so prominently in the public eye.



Nearly 5,000 lines of business had to be left out of September *Cosmopolitan* because advertisers were unable to meet our closing date promptly.

The October number goes to press August 1st. Now is the time to prepare for it.

COSMOPOLITAN is a
member of the A. B. C.

E. H. Gary

From Leslie's
 (Photograph by
 Underwood &
 Underwood)

"Next to the presidency of the United States, the biggest job in America is the chairmanship of the United States Steel Corporation," writes B. C. Forbes

—and then goes on (in this week's *Leslie's*) to give a real "human interest" story of the farmer's boy who became the head of the world's greatest industrial corporation.

"Men Who Are Making America" is the subject of a remarkable series of stories—not articles—*stories*, of the fifty greatest living builders of industrial America.

Thousands of business men were each asked to vote for the fifty men whom they, as business experts, would choose; their combined judgment has given us the most accurate and unprejudiced choice possible of the first fifty men of affairs in America. One of these business stories will run in *Leslie's* every week, beginning July 27.

LUTHER D. FERNALD, ADVERTISING MANAGER

Leslie's

Illustrated Weekly Newspaper
 Established in 1855

Member of Audit Bureau of Circulations

Boston NEW YORK Chicago

Answers to Questions Would-be Exporters Are Asking

At the Beginning of the Third Year of the War Curiosity as to How to Start an Export Business and Keep It Going Is Becoming Widespread

By Walter F. Wyman

Mgr., Export Dept., The Carter's Ink Co., Boston, Mass.

THE European war will have begun its third year, next Tuesday, August 1. These two years of war have brought overseas trade as an actuality to many businesses which in the past knew of it only as something belonging to someone else—their neighbor or their competitor.

It has been immensely interesting to me to meet the heads of non-exporting businesses—to meet these presidents, directors and managers at foreign trade conferences where self-interest and curiosity had led their steps for the first time.

You can tell pretty well the caliber of the man from the questions he asks, and at the request of **PRINTERS' INK** I list nearly fifty queries which I have been asked in recent months, and in a very informal way I am going to pick out and answer a dozen or so which seem to me of particular significance. Here are the questions:

How do you start to get foreign business?

Can I sell my real stock items abroad?

Should we sell direct to retailers or appoint agents?

Must we ship goods on consignment at the outset?

What per cent of credit losses should we expect?

Are special labels in foreign languages needed?

If we get orders can we get them shipped?

Are foreigners ready to pay cash in New York?

Can we hold customers after the war ends?

How much will catalogues in foreign languages cost?

Can we get credit reports on foreign firms?

What books are there telling about exporting?

In what countries should we try to get business?

Does the Government help or hinder exporters?

What is the best atlas?

Must we send salesmen to start our lines abroad?

Is war risk insurance high and who pays for it?

How do foreign freights compare to domestic?

Is an export manager necessary?

Are foreigners largely dishonest?

What is "drawback"?

Do our Consuls help in getting foreign business?

Does export business increase overhead?

How are American goods regarded abroad?

What do you think of a foreign mail-order business?

Who should pass on foreign credits?

Should we quote net prices, or list prices less discounts?

Do foreigners like up-to-date goods?

Where can I find out how generally goods like ours are used abroad?

What is a fair amount to appropriate for a year's foreign selling expense?

What advertising pays best abroad?

Will export business disturb my domestic selling organization?

Is it easier to get new business abroad than at home?

Are foreign customers loyal to good goods and service?

Is there a market for high-grade goods abroad?

How will foreign orders average in size compared to domestic orders?

Does foreign business run to profitable sizes and lines, or will

foreigners buy only the ones sold at near our costs?

Do export customers pay promptly?

How can we finance foreign business, i.e., can we borrow on foreign accounts receivable?

Can our goods be shipped parcel-post?

How much do translations cost?

How can we arrange to ship from our inland factory to foreign ports?

Will our domestic packing do for export?

Can we quote f.o.b. factory, or must we quote delivered prices?

Where can we find out what the duties are in every foreign country?

What are consular invoices?

How much executive time is needed to supervise adequately the export end?

Are circular-letters and post-cards read abroad?

Do we need to make special packages to meet foreign competition?

What length of credit is necessary?

Will European competitors get back all their foreign customers as soon as the war stops?

There was once a self-made business head who repulsed a friend trying to interest him in export trade by the sage remark, "Those foreigners are crooks and I'll have nothing to do with them." The same day he signed checks covering raw materials he was importing from Egypt, Turkey, China and England. His tin-cans were made of Malay tin, his sizing was a mixture of Germany and Africa, his cotton bands were direct from Switzerland and all in all he bought eighteen articles from "those foreign crooks." This same man had standing instructions to his sales force to tell every firm in the U. S. A. that got a share of his patronage "to come across with reciprocal business or be let out."

The answer to the great majority of "export" questions is "What do you do here at home?" No one outside of the particular business in question can tell how much its sales expense abroad

will be or should be, but as a safe generalization it should be less than at home. Export trade is largely the capitalization of the existing sales knowledge and the sales machine that has learned to make net profits at home.

The great big difficulty in answering the questions listed is that the American business man often thinks in the wrong terms. There aren't any foreigners who are half as foreign as the United States, while on the other hand the product that sells well on Fifth Avenue is foreign indeed to Hester street.

"Do foreigners want up-to-date goods?" Isn't that query loaded to the gills with a smug insularism this United States can do well without? Does the United States want "up-to-date" dyes, want "up-to-date" Paris styles, want "up-to-date" olive oils, "up-to-date" leather goods, "up-to-date" this and that we import to be "up to date"?

Enlightened public opinion is reforming misleading text-books on our military past. This same force will in another decade or two reform our grammar school geographic teachings which by half truths are so largely responsible for the most ridiculous of misconceptions.

The very manufacturers who, on receipt of small orders for their best articles from such markets as Buenos Aires and Calcutta, thought their size represented the limit of sale of "the very best" are now daily astounded at the proof of Europe's having held a thousand times the volume until the war came.

The majority of questions indicate clearly that four sources of export information are not known to many.

The Bureau of Foreign and Domestic Commerce, Washington, D. C., is headed by the eminently able Dr. E. E. Pratt, and is in a sense the clearing-house of all U. S. official information on foreign markets. Its services are free, its books and booklets at nominal cost. It does no public translation nor does it furnish credit reports.

Lord & Thomas Creeds

No. 5. Joy of Work

Men *do* best what they *like* best.

A man will little succeed—for himself or for others—who considers his work as a hardship.

In employing helpers, learn their attitude of mind. Get men, if you can, who go at the job as a ball-player goes to bat.

Get men who think more of the winning than they do of the recompense.

Most of the big things are being done by men who don't need the money. They are done for the joy of doing. And joy-work is done well.

Some men object to calling business a game. We like that description of it. When our office ceases to seem a play-ground we shall think we belong elsewhere.

We look for helpers who see only the goal, and not the rough road that leads there. And we believe that every client whom we serve in advertising is glad that we find it fun.

This is the fifth of a series of business creeds to be published in *Printers' Ink* by Lord & Thomas. If you desire the set in card form address
Lord & Thomas, Chicago, New York or Los Angeles

"OPACITY"

For Reducing Catalogue Costs

The present upset condition of the paper market calls for unusual care in the selection of the paper for your next catalogue. You will find many ideal qualities in "Opacity."

USES: "Opacity" is used by practically all of the big mail-order houses because of its superior printing qualities combined with light-weight. It is absolutely opaque, yet it comes as light as 25x38—30.

COST: "Opacity" is the original *postage-saving* light-weight catalogue paper. It is one of a very few papers whose cost has been only moderately affected by the raw material famine, and which has maintained all its good qualities. It is acknowledged to be the biggest value of any catalogue paper made.

DELIVERY: We have several machines running on "Opacity," and while we cannot make any future predictions, we are now making 30 and 60 day deliveries.

SAMPLES: Send today for samples of this famous paper and get our prices. You will find a Birmingham and Seaman office in every advertising center.

BERMINGHAM & SEAMAN COMPANY

*Radium Folding Enamel—Samson Offset—
Opacity—Crystal Enamel—Advance Bond—Elite
Enamel—Bulking Eggshell—and other papers.*

Chicago :: New York

St. Louis Minneapolis Milwaukee Buffalo Detroit

The Pan-American Union, Washington, D. C., is fortunate in its director-general, the Hon. John Barrett, who combines a clear conception of what information can be turned into dollars, pesos, milreis and bolivars with a diplomatic experience of years. The Pan-American Union is a voluntary and official association of all the American republics. Its services are naturally limited to information regarding these republics and it does not handle translations or credit reports. There is no membership fee.

The Foreign Department of the National Association of Manufacturers, New York City, is co-operative and for a modest membership fee offers facilities for credit investigations, translations and through its thousands of correspondents is in most close touch with conditions and trade outlets in every corner of the world.

The Philadelphia Commercial Museum of Philadelphia is a semi-public organization devoted to export trade. Its membership receipts are returned in full in service. It has every facility for translations of all sorts and in all languages and maintains a Credit Information Department.

In naming these institutions and defining their scope many of the original questions are answered in the only proper way, for any other reply would open up more unexplored fields.

There is a charming ignorance about marketing goods in foreign countries still extant; an ignorance which seems to take for granted that the granting of an exclusive agency for a country (in which the brand has never been heard of) is enough to bring the most desirable of wholesalers to a state of signing a contract calling for sales amounting to thousands of dollars each year.

To one such inquirer I brutally asked why the to-be-agent should obligate himself to anything except a test. He replied, "Why, he'd have *our* agency for all Peru, which should be a neat little income in itself." And there you are! Seriously, no Ameri-

can firm should delude itself into thinking that an agency for its products is in itself worth anything more than the value of the product plus what sales assistance may make it.

The best start in export, war or no war, is to avoid agencies (unless the product be a manifest "agency article," such as automobiles) until, by direct sales and careful weighing of the various possible representatives, an agency or its refusal can be handled on a basis of knowledge instead of ignorance.

It has been said many times and truly, "There is no royal road to export profits." Let me add to the axiom, "and haphazard agency-granting is not even an alley."

"What per cent of credit losses should we expect?"

This is the question of a most sane New Yorker. His domestic credit losses average around one-fourth of 1 per cent. His foreign losses should be not over one-eighth of 1 per cent, because his line is one that only rather large dealers can sell and the system of payments usual in foreign trade—accepted time draft against shipping documents—makes it unhealthy for a merchant's local credit to refuse to pay his acknowledged foreign debts.

Again, the class of trade which is big enough to import direct is a *better group* than many of the manufacturing domestic customers who do not need such a large capital for their more modest business methods.

The "promptness of payment" query falls in the same class. Naturally a man pays his signed and acknowledged business obligations more promptly than he does "open accounts" often dependent on his own memory for promptness, and if not, never a matter of his banker's certain knowledge.

The time draft not only defines maturity dates with exactness but also provides for an automatic reminder of the acknowledged debt by his local bank.

Export advertising is in its infancy. There are few indeed who

even know the mediums which reach most effectively the right audience. A still smaller number know which of their many sales arguments or methods of presentation will yield the greatest results.

We do know this—export journals sent all over the world by American publishers are not “all bunk.” They do have real circulation among foreign merchants who read them for their own worth and who as broad-gauge buyers have no prejudice against buying in whatever nation their interests are best served.

Only in times like these is the too common “business card” type of copy worth its cost of insertion; and to-day it costs bitterly, because a real advertisement asking for specific orders will bring them, while bait for inquiries may play second fiddle to the “ad that says something.”

Advertising by magazine, newspaper, booklet, sign, display and all the forms of direct advertising are just as much a part of export merchandising as domestic, and the returns fully justify their intelligent use from the very start.

“Is an export manager necessary?”

The slogan “Eventually—why not now?” is the answer. You all remember the query “Is it illegal to cheat a lawyer?” and the answer, “No, but so difficult as to be unprofitable.” That’s the kernel of the nut. An export manager is no more necessary than a domestic sales manager. In some organizations an executive directs in person the domestic sales end. In many more, the first export sales steps can be directly guided by an executive, and until the first experiments are over no outsider need be called in.

The larger the organization the greater the need of an expert at the start, for trouble once started by misunderstandings between departments dies slowly.

One of the most important tips I can give to any beginner in overseas trade is to start right by joining good service institutions, studying out the most probably

profitable markets and experimenting on a small scale before making pretentious efforts.

“What length of credit is necessary?” Were it not for the constant proof by the success of the long-experienced exporters I would hesitate to put my own views and knowledge against those of the men who have studied foreign markets by living in them as business men and government officials. There is no doubt that European manufacturers have granted four, six and nine months credits. Even twelve and eighteen months credits are not unknown even in manufactured and branded small lines. Nevertheless shipments on sixty and ninety day sight drafts are entirely possible in ordinary times (the war, of course, has made cash sales possible now), and while foreign dealers like all the credit time they can get, they want, even more, sound products, good service and sales assistance which, plus a reasonable credit time to turn over their stock, ensure a profit.

Until after a full and fair trial sixty-day sight-draft terms prove to be an entirely inadequate inducement, not even ninety-day draft terms should be offered. To the man who reads this with a sniff and retorts, “I’d like to see him get business on our lines with those terms,” I will merely reply, “It can be done!”

That there is a greater interest in foreign trade now than ever in the history of our nation is shown in dozens of ways.

Export institutions have been forced to increase their staffs. Export journals are carrying the greatest total of advertising, including scores of new-to-the-export-field names.

The executives of businesses whose sales have been confined to the United States are looking abroad, even while their factories are running to capacity on domestic orders.

Above and before all, the best proof is that American business men are getting inquisitive about the business men of other countries.

"Low Visibility"

THERE is absolutely no excuse for that manufacturer of railway supplies and equipment who says, "Low Visibility!" Not today, for the railroads of this country were never more prosperous, never more eager to prepare for the greater prosperity that is coming.

Once we called the American railroads the "Billion Dollar Customer." Today they are beyond the billion dollar class.

If you have a product or a device that railroads can use, "low visibility" should be no excuse; for the buying power of the railway field was never larger; the tendency of the times to purchase needed supplies and equipment never greater; while increased business is daily calling for more locomotives, more cars, and increased expenditures for everything that makes for efficiency.

In the light of these facts, what manufacturers of railway supplies and equipment can hesitate to advertise on the basis of "low visibility"?

Simmons-Boardman Publishing Company

New York Cleveland Chicago

The Simmons-Boardman Publications, Railway Age Gazette, Railway Mechanical Engineer, Railway Signal Engineer, and Railway Electrical Engineer, are Members of the Audit Bureau of Circulations; while the fifth paper, the Railway Maintenance Engineer has applied for membership therein.



Vast Market for Life Insurance When Humanly Advertised

\$750,000,000 in Annual Premiums Produced by Unaided Personal Solicitation Is Only Ten Per Cent of Country's Insurable Life Hazard

By P. C. McDuffie

Of the Atlanta, Ga., Bar, and President of the Atlanta Ad-Men's Club

[EDITORIAL NOTE: Here is fresh evidence of a growing recognition that life insurance needs advertising, a great deal of advertising, both for its own salvation and the social welfare. Those interested in it should not fail to read the leading editorial in last week's issue of *PRINTERS' INK* which deals with the same question from another angle. This article is an extract from Mr. McDuffie's address before the Southern Newspaper Publishers' Association at Asheville, N. C., July 10. The newspaper publishers thought so highly of the speaker's suggestions that a committee was appointed to attend, the National Underwriters' Convention and to try to get some definite action.]

I WANT to bring to your attention the biggest advertising opportunity in the country today. I refer to life insurance. To the masses, despite the fact that the sum paid annually for premiums in all forms amounts to approximately \$750,000,000, it is an *unknown want*. It is a big business, but the surface has not been scratched. There is no subject before the people to-day of such vital interest regarding which there is so much popular ignorance. It will continue to be an *unknown want* until the insurance companies inaugurate an advertising and publicity campaign through the newspapers of this country to educate the masses regarding life insurance.

As one's education increases, the response to the advertisers' appeal becomes more apparent. New tastes and desires are supplied, and as we progress the "luxury of yesterday becomes the necessity of to-morrow." The dissemination of news through the daily newspapers—and when I say news I refer to the advertisements—is one of the great forces of civilization.

Life insurance is a big business, but it is nevertheless in its infancy. *Less than ten per cent of the insurable life hazard of the country is covered, as compared*

with 80 per cent of our burnable property. The reason, I believe, can be found in the fact that the consumer knows little, if anything, about the product offered. Much valuable space and white paper is wasted in advertising statistical information regarding life insurance companies which no one but an expert accountant can understand.

For years the companies have published periodically financial statements which the average man cannot comprehend, with an occasional reference to the product which, if read at all, challenges his attention to a subject upon which he dislikes to dwell—death. Life insurance has been lost sight of, and in its stead death stalks through the copy like a nightmare.

WASTE IN INSURANCE ADVERTISING

There has been a great waste of time, money and energy in life insurance advertising. A joint advertising effort similar to that of the railroads in plain, understandable copy, would arouse public interest instantly, and, I predict, increase the volume of business of the insurance companies materially in less than twelve months. It is a well-known fact that the value of advertising is increased or reduced in geometric proportions as the reader understands the statements submitted for his consideration. There isn't anything intricate or complex about a life insurance contract, and once it is placed before the public in the proper light the expense of distribution will be reduced by one half, which necessarily will reduce the cost and thus add to the popularity of the product.

It is true that great things have been accomplished by the

*Picking the Leaders.
No. 3 of a
series of 15.*



American Sunday Magazine
Saturday Evening Post
Collier's
Literary Digest
Leslie's

From last information obtainable.

*The above list was
selected by Wm. D. Keith
& Co. and N. W. Ayer their
advertising agents as
reaching most economically
the greatest number of men
interested in high grade
smoking articles*

THERE are a few magazines so pre-eminently strong that their use is always economically important.

The *most good readers per dollar invested*—is the real basis of space value.

More and more advertisers are realizing that they *net* the *most* good readers by *picking the leaders* in different fields.

AMERICAN SUNDAY MAGAZINE

CHARLES S. HART, Advertising Manager

1834 BROADWAY
New York City

Over 2,000,000 Circulation

911 HEARST BUILDING
Chicago

J. A. Leshner

Advertising Manager

—will call on you
promptly with all
of 25 years' Data
on

Small Town Circulation

Mr. Leshner is so well-known an authority that both Advertisers and Advertising Agents everywhere have always welcomed such information as he is prepared to give on this subject.

He has a number of very important points to tell you about, *right now*, in connection with

HOME LIFE

1,000,000 Circulation

"The Small Town Family Magazine"

MEMBER AUDIT BUREAU OF CIRCULATIONS

RATE NOW \$3.50 PER AGATE LINE

ADVERTISING DEPARTMENT

PUBLICATION OFFICE AND PLANT
Ohio Street, corner La Salle
Chicago, Ill.
Tel. Superior 3280

EASTERN OFFICE IN CHARGE
A. J. WELLS, Vice-Pres.
1182 B'way, New York, N. Y.
Tel. Madison Sq. 7551

life insurance companies. They have climbed near the top of the financial world with mighty little help from advertising, but greater heights could have been, and will be attained if this great constructive force for business building is properly utilized.

The great masses of the people do not understand life insurance. As I said before, the companies through the newspapers must educate the people as to the meaning and value of insurance. When that has been done the way will be paved for insurance solicitors, who will meet the prospect on a very different basis. They will be cordially welcomed into every circle, the work of selling will be more than half done, as no healthy man who understood its benefits would be without its protection.

When automobiles made their advent on the market, about the only question asked was: "Will it run?" Its mechanical intricacies did not interest the public at large. To-day the prospective purchaser of an automobile looks over the specifications of mechanical construction and decides questions that a few years back would have puzzled a mechanical engineer. The reason for this is that the automobile manufacturer has taken the public into his confidence, acquainted him with the details of his product and has educated him to determine intelligently the requirements of scientific automobile construction.

The analogy that I am attempting to draw is that life insurance through publicity and advertisements should be placed before the public in such a simple manner as to make it clear to the average wage earner, who needs its protection, but who suffers himself and allows those dependent upon him to do so, simply because he *does not understand* its uses and benefits.

I read recently a tribute to the memory of Samuel S. Chamberlain, former publisher of the *Boston American*, written by Winifred Black, a newspaper woman who received her early training under Mr. Chamberlain. She mentioned her first assignment. The story when completed was full of

adjectives and adverbs and "whithers" and "whences" and "inasmuches," and all the rest of the stilted, labored things she believed were style. She spoke of how she waited after turning in her copy for words of awe-struck commendation. Finally the publisher called her and said:

"This is a very bad story. We don't want fine writing in the newspaper, you know. There's a gripman up on the Powell street line. He takes his car out at 3 o'clock in the morning every day and while he's waiting for the signals he opens the morning paper—it's wet yet from the press—and by the light of his grip he reads it. Think of him when you're writing a story. Don't write a word he can't understand and wouldn't read."

The gripman must be considered in writing insurance advertisements. A mass of figures, technical expressions and new policy forms mean nothing to the average person. Life insurance is a big human interest story, more compelling than fiction. Why suppress it?

IF MEN DREW LOTS

The number of deaths in a given number is known, but the order of death is unknown. If a thousand selected men, age 35, with families, were locked in this room and were told to draw lots to determine which one would forfeit his life during the year, do you think it would be a difficult task to write each man a policy before the drawing? When solicited, would he say "Let my family take the chance."

Now, as I said before, the mortality rate per thousand is known, and this inevitable law of nature compels each year just such a drawing. The ultimate rate of mortality at the age of 35 is approximately 8 to 1,000, and there is a drawing each year, decreasing the number of survivors. The Great Reaper permits a few lucky ones to play out the string, but who is either willing to take the chance himself or permit those dependent upon him to do so?

With your ability to write attractive copy, that thought could

be indelibly impressed upon the mind of the average man.

Are you anxious to increase the value of your estate? There is only one sure way to do it. You will reply that my money earns more than the insurance company will pay me. That is possibly true, but only under certain conditions. Mr. Average Man, age 35, desires an estate of \$5,000. He says that he has a sure thing in an investment that will pay him 4 per cent compound interest. If he lives 20 years and deposits \$161.45 at the beginning of each year, and the investment proves safe, he will attain in this manner his ambition. You will note that there are three conditions precedent:

- (1) He must live.
- (2) He must save and deposit at the beginning of each month the required amount.
- (3) The investment must be safe.

If, as we assume, he is an average man, would he not join a co-operative association that is stronger than any strictly financial institution, if he were told that he would immediately, without waiting 20 years, increase the value of his estate \$5,000.

A 20-payment, 35-year endowment for \$5,000, payable at death or "age 70," can be secured by one stroke of the pen. His deposits each year for 20 years would be approximately \$150, decreased by annual dividends. If he died five seconds after his application had been approved his beneficiaries would secure the desired amount, or his estate would be increased to that sum. Under the plan suggested he would have a double advantage in that he would have the protection against death during the years when it is most needed, and if he lived, would have a sufficient fund to make his old age comfortable.

Ninety per cent of the men who live to the age of 65 and beyond are either absolutely dependent, or exist from week to week on insufficient earnings.

The latter fact demonstrates that you don't have to die to win.

I could go on indefinitely giving illustrations with a human inter-

est touch, but this is unnecessary in a council of expert advertisers who can appreciate what could be accomplished if a humanized, educational selling campaign of insurance was inaugurated in the newspapers.

SOLICITORS GET ALTOGETHER TOO LITTLE ATTENTION

I don't want to be understood as depreciating the work of insurance solicitors. They are high-grade salesmen. This is evidenced by the fact that they induced last year with very little advertising assistance the people of this country to enter into contracts to the total extent of \$1,175,000,000. Advertising will never take the place of personal selling, but it will break the soil, educate the people and speed the day when the question will be not "Won't you take a policy?" but "How much can I get?"

Permit me to make a few practical suggestions. This Association should appoint a committee to get in touch with Edward A. Woods, president of the National Association of Life Underwriters. That splendid organization of insurance men is working through newspaper advertising to get people to consider life insurance as a "matter of human interest and public concern."

Each member of this Association should call a meeting of the insurance men of his section and submit a definite programme to advertise to the masses the Institution of Life Insurance.

Editorials and advertisements directed to the insurance companies and their representatives should be prepared by a central committee, calling attention to the opportunity presented by the newspapers of the South to tell in an attractive manner the fundamental truths of life insurance.

In the words of Darwin P. Kingsley, life insurance represents "the immeasurable strength of men standing together." Think, therefore, of the good that you could do by inducing men to join in this great co-operative movement founded on the bedrock of nature's great law of mortality.

BLACK or COLOR

Which Pays Best in Dollars and Cents?

PALL MALL CIGARETTE—Color pages started in January issues Standard Magazines. Everybody *saw* the ads. Lots of people *talked* about them. Lots of people *bought* PALL MALL Cigarettes. Sales *rapidly increasing* all over the country. Leads all competing brands by a big margin.

HOSE OF LUXITE—A new hose. Color pages in October and December Standard Magazines. Beautiful Color booklet to Trade. 2500 accounts opened with retail dealers in 60 days. Consumer-inquiries from all parts of country. Factory running overtime. Another page this Spring; another for Fall; would run oftener if could make Luxite fast enough.

HART, SCHAFFNER & MARX—that House of Good Repute and Manufacturers of Honorable Merchandise—for many years have furnished beautiful Color Posters and artistic Color booklets to dealers. Last Fall decided to give the Public a treat and placed Color pages in Standard Magazines; this Spring again; next Fall, again. They are the Leaders in their field.

SPLITDORF SPARK PLUG—"the Plug with the Green Jacket"—started running Color pages in June issues Standard Magazines. You remember Splitdorf, don't you?

PALM OLIVE SOAP—Color pages this Spring—next Fall—1917, too.

BERRY BROS., POMPEIAN MASSAGE CREAM, POMPEIAN NIGHT CREAM, PRATT & LAMBERT, Inc. (have used Color pages. Ask *them* about results.)

The Big Mail-Order Houses *know* that Color pays. Ever notice the number of Color pages in their catalogs? When a department is changed from Black to Color, the Sales *always* increase: sometimes 2, 3, 4, 5 times over previous records. Ask Montgomery Ward & Co., Sears, Roebuck & Co., National Cloak & Suit Co.

You probably saw the Pall Mall ad on the following page before you read this. Now, read the 4th page of this insert if you wish to know more about

RUGGLES & BRAINARD COLOR SERVICE

See next page —>

PRINTERS' INK

See next page
←

This color page appeared
Ten million people



No. 6 of the Pall Mall Series.

Originated, designed and printed by

RUGGLES & BRAINARD, Inc.

in co-operation with The Frank Presbrey Co.

PRINTERS' INK

appeared 2,700,000 times in June issues of 8 magazines.
a million people saw it, and *remembered* Pall Mall Cigarettes.

You can make 10,000,000 people
remember you.

— at good places
you don't need to
mention the name.
Just ask for
the best cigarette
and the famous
red box will appear.



© 1934 The American Cigarette Co.

See next page



COLOR ADVERTISEMENTS in the STANDARD MAGAZINES

Explaining why it is possible for a few advertisers to
buy color space at a low price:

The Old Way

The advertiser furnished a set of original color plates to each magazine.

Four or eight electros of each color plate were made.

The printer made ready each color plate before the presses could start.

Then a limited edition was run off.

The advertiser spent a lot of money for original plates, and then a lot more money for his color page in each magazine, because the publisher *had* to charge a high price to cover the actual manufacturing cost.

The Ruggles & Brainard Way

The advertiser furnishes us *one* set of original color plates.

As we run several color pages at the same time for a number of magazines, we make up a form of 4 or 6 or 8 different color ads, printing 32 pages on one side of a big sheet, then turn it over and run 32 pages on the other side.

We save electrotype expense and have only one make-ready cost.

When the big presses start they run several hundred thousand impressions.

The big sheets are then cut up into 2 or 4 page inserts and are bound in the different magazines.

This plan is for the advertiser who wants a campaign of advertising reaching into every nook and corner of the country.

MAGAZINES THAT CAN HELP YOU WIN YOUR MARKET

Century
Scribner's
Everybody's
Munsey
Red Book
Outlook (magazine number)
Review of Reviews
World's Work
System
Popular Science Monthly
Popular Mechanics

**Total circulation
3,000,000**

- magazines that are *on top of the library table* in most of the Better Class Homes in America.
- magazines that are read by Fathers and Mothers, Sons and Daughters, Aunts and Uncles, Friends and Neighbors, Big Merchants and Small Dealers, Doctors and Lawyers—Everybody.
- magazines that influence the Thought, mould the Opinion, induce the Action of the Leading People in Every Community.
- magazines for which people pay 10, 15, 20, 25, 35 cents per copy.
- magazines that are *not* read *casually*.

Color pages limited in number. **October schedule now complete.**

**ONLY A FEW PAGES OPEN FOR NOVEMBER AND
DECEMBER ISSUES.**

You will be surprised to learn how little it costs to have a Dominating Color Campaign in these magazines.

RUGGLES & BRAINARD, Inc., 200 Fifth Avenue, New York City

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Copy "Novelettes"

When Broadly Conceived and Skilfully Handled, They Accomplish Many Ends

By Henry A. Beers, Jr.

COPY-WRITING, despite its general anonymity, can claim its Clark Russells, its Winston Churchills, its Laura Jean Libbys, and even its Horatio Algers, just as it has its Arthur Brisbanes, its Frank Ward O'Malleys, its Sam Blythes and its Martin Greens; saying nothing of its host of personal essayists á la Austin Dobson, producers of "nice little messes of words."

This is not so strange when you consider that it is the duty of the copy to compete under a heavy handicap with a pot-pourri of editorial matter for the attention of the reading public which pays its loose change for the sole purpose of getting the latter. Word for word, the copy-writer is hard up against it in competition with his literary brother. Considering the average indifference of his potential audience, he's got to put over his throbs and his thrills in a length and breadth of space that his more leisurely competitor may devote to a single episode of his hero's proposal. Your copy-writer is paying a pretty heavy freight per word, and is bound to make each syllable sing.

That the copy-writer is inclined sometimes to borrow his brother artist's fire is therefore not to be wondered at. The reading public, as far as we are aware, is not possessed of a separate taste in reading and

another in advertising. What appeals to it in the one will necessarily reach it through the other.

This consideration may or may not have actuated the Clark Russells who put out a recent ad for Eveready Safety Light, but the fact remains that they evolved a model sea romance with the gale in its teeth in the short space of ninety-five lines over two columns. Art helps in the effect, topping the columns with a dim vista of a steamer's bridge with two officers pointing over a tossing expanse of sea to where on the horizon a conical shaft of light pierces the murk.

"Twenty-one men, two battered



Twenty-one men, two battered boats, an angry sea

AND then night fell. Adrift in open boats, the crew of the steamer "Kanawha"—abandoned ninety-five miles southeast of Cape Hatteras on March 16th, 1915—had given up practically all hope.

But by a twist of fate one of the crew, on leaving the sinking steamer, had taken in his pocket, an **EVEREADY** Flashlight. Water-soaked though it was, this little light did not fail. Miles away the steamer "Santa Maru" sighted its bright flashes and, recognizing them as a signal of distress, came at full speed to the rescue of the imperiled crew.

These were the lives of twenty-one men saved by this "light of preparedness", **Eveready**—the same light that may some day serve you with equal faithfulness in one of the emergencies of this uncertain world. **EVEREADY** lights with Tungsten Batteries are obtainable in many styles, priced from 75c up, at dealers everywhere. Get yours today

AMERICAN EVER READY WORKS
of National Carbon Company
Long Island City New York

With that long lived TUNGSTEN battery

A YARN THAT CRYSTALLIZES THE SELLING POINTS
57

boats, an angry sea"—announces the headline; not so far removed in flavor from "fifteen men on a dead man's chest," at that. We honestly defy the average reader, turning the pages in search of entertainment, whether in action or in heart balm, to pass by this combination. For the sea is still the same old sea, with all its mellow mystery and grip that was its in the days of Clark Russell and Richard Hakluyt. Your ferry-boat commuter, bound homeward down the bay, still gazes with an inexpressible longing as his millpond punt glides by a battered tramp off whose rusty side the Western sun glints in a strange halo of glory to stir his humdrum soul. That may be why our popular magazines seldom neglect an issue to serve their readers sea food. That caption can't fail to challenge the reader with even a spark of the romantic in his or her workaday heart. To continue our tale, or to borrow it from the ad:

"And then night fell. Adrift in open boats, the crew of the steamer 'Kanawha'—abandoned ninety-five miles southeast of Cape Hatteras on March 16th, 1916—had given up practically all hope."

Now you're interested. There is just enough of a gentle anti-climax in that qualifying past participle "had given" that assures you they got out all right. Now your sporting interest is bound to discover how they played the game against overwhelming odds—and won out.

"But by a twist of fate"—you ride on the crest of a climax for a second, and then start on the coast down—"one of the crew, on leaving the steamer, had taken in

his pocket an Eveready Flashlight."

"Just an advertisement," is your comment, as if you hadn't known it. But it is telling a story, and ad or no ad, you're curious to see it through (the second person is used of a hypothetical lay-reader). Now to finish the yarn, for your interest has been kept warm long enough to bring you through to the killing. "Go on! Go on!" is the call. "This is an ad, but what

Globe-Wernicke
Sectional Bookcases
Built to Endure

The Boy
Some interesting ones at Uncle Sam's! He has had his Globe-Wernicke bookcase. They formed his "very own" bookcase for his "very own" books.

The Youth
BROTHERS! select several. See with them some new books and new Globe-Wernicke sections to carry them in. When High School opened he had four sections.

The College Graduate
BOOKS accompanied him to college, and now Globe-Wernicke sections in his study. He will find them just what he needs. The College Graduate's Day is a bright day.

The Law School Graduate
His Globe-Wernicke Sectional Bookcase was his inspiration. He gave his law books a new home. He was satisfied to have his Globe-Wernicke Bookcase stand ready for him.

The Young Lawyer
"I was always with him as a 'young lawyer'." "The old one" was right. He would say that his Globe-Wernicke's young lawyer had the highest praise in the library industry in England and protected from dust and dirt.

The Judge
"I have enjoyed my Globe-Wernicke Sectional Bookcase. It was always complete, though some sections were missing. I had such a bookcase with great good and great pleasure in my home. Now I have a new one. It is the same. It is the same. It is the same. The Globe-Wernicke Co. Boston

LOWEST PRICES - HIGHEST QUALITY

THIS FOLLOWS A SALE FROM GENERATION TO GENERATION

of it?" So the ad concludes: "Watersoaked though it was, this little light did not fail. Miles away the steamer 'Santa Marta' sighted its bright flashes and, recognizing them as a signal of distress, came at full speed to the rescue of the imperiled crew.

"Thus were the lives of twenty-one men saved by this 'light of preparedness,' Eveready—the same light that may some day serve you with equal faithfulness in one



The belching smoke-stack is Prosperity's way of advertising: Heavy, Black-face, Display!

It's a high-sign to the world that prosperous men and women in the factory underneath are burning coal; using power; making merchandise—selling, counting, spending, saving, *profiting*.

This smudgy picture at the top is only a slice out of Prosperity's *biggest* 1916 advertisement—CLEVELAND!

Cleveland has over 2,500 separate factories, every one smoking-up with activity. Wages are higher than ever or *elsewhere*. There isn't an idle man or dollar in town.

The smoke-stacks of Cleveland, Akron, Lorain, Youngstown and Northern Ohio are now beckoning every advertiser to share their Prosperity—to consider and cover this rich, responsive market—where active men and women with needs to fill have money to buy. *Follow their smoke*—that's it!

The buying-guide of the prosperous people *making all this smoke* in Northern Ohio—in most families the *only* buying-guide, is

The Plain Dealer

First Newspaper of Cleveland. Sixth City

CIRCULATION IN EXCESS OF

140,000 Daily 185,000 Sunday

Western Advertising Representative:

JOHN GLASS
Peoples Gas Building, CHICAGO

Eastern Advertising Representative:

JOHN B. WOODWARD
Times Building, NEW YORK



A Steel Chain vs. Cotton Thread

No sane man would wrap cotton thread around a ton weight and then try to carry off the weight. Nevertheless many otherwise sane manufacturers try to carry off the Chicago market with almost equally inefficient methods.

The wise manufacturer who wants the Chicago market supplements his sales force with the most powerful advertising medium at his command—The Chicago Daily News.

There are approximately 450,000 families in Chicago. The Daily News has a circulation of over 400,000 (average for the first six months this year 437,315), of which more than 92% is concentrated in Chicago and suburbs. So you can readily see that, disregarding the non-English speaking, The Daily News is read by *very nearly every worth-while family* in Chicago.

The Daily News has a larger circulation in Chicago and suburbs by over 75,000 than any other newspaper, daily or Sunday. Therefore it is the *only* newspaper through which you can reach *all* these worth-while families.

If you want to bind the Chicago market to your business with steel chains (instead of cotton thread)—use The Chicago Daily News.

of the emergencies of this uncertain world."

Remark the graceful merging of the narrative into the commercial—one of the most critical points in any copy, and one where many an otherwise well-composed advertisement goes on the reefs. The reconciliation of the prologue with the dollars-and-cents part of an ad, as any copy-writer will testify, is a make-or-break point, the handling of which is worthy of a more detailed discussion.

This, then, we may say in no spirit of fulsome flattery, is a complete ad. It serves the subtly powerful purpose of raising an article of commerce out of its everyday humdrum setting to surround it with a graphic narrative of an actual test case that proves the point made by this article's trade-name.

Now, we can imagine a thousand or so of alleged hard-headed, spade-specifying business men who, shown an ad of this sort on their own propositions, would answer, "But how many of these lamps can we sell to sailors? No, sir; that won't go. Show a man looking for his watch in bed—something like that. Remember our market."

Precisely: "remember our market." It's the market that buys the magazine, not to read about his lamps, or his brooms, or his thing-a-majigs, but for literary food beside which we warrant this advertisement does not compare very unfavorably in story interest. The small boy lives enthralled through his particular breed of dime novel, but he's sort of glad to be in his own little bed when night comes around. That does not preclude the pleasure of living mentally the story that he reads, however. No reader of this ad is especially anxious or may expect to repeat those sailors' experience, but he is none the less vividly impressed with the sales point it makes in the telling.

There you have the copy novelette of adventure in its rarest form. Some may say that this is a news ad—but strictly speaking, while it does inform the reader of certain facts, the telling is

somewhat remote from the actual date of the incident's occurrence. A news ad, in our way of thinking, is one that links up immediately to some event of wide general public interest, such as the brief campaigns of a fire-extinguisher company on the heels of spectacular fires in different localities, or the recent advertisements of various companies bearing upon such events as the infantile paralysis epidemic.

Novelettes of the variety published by this flashlight company are extremely rare; all too rare, perhaps through stern necessity. Such situations are not readily made to order. Turning to another phase of the novelist's field, where the writer's source of inspiration is less limited, we find that the historical novel has its well-handled counterpart among advertisements. See if you can place this without further reference:

HISTORY FULL OF COPY MATERIAL

"Cold, brilliant moonlight silvered the snowy roofs of quaint old Bonn. Through a narrow street the master was walking with a friend. 'Hush!' he exclaimed, halting suddenly in front of a little house. 'Listen!—that is my Sonata in F. How well it is played!'"

Who doesn't remember this charming story of the cobbler's blind daughter, overheard by Beethoven while she was playing from memory one of his compositions—the incident that led up to the extempore creation of his "Moonlight Sonata"?

"It was moonlight in the streets of Bonn" is the way this prettily embellished four-page magazine reader stuck in the writer's mind, after two or more years since its appearance. While reference to the copy to-day corrects the wording, consider the ineffaceable mental impression it made at the start. How many advertisements of several years ago, slogans disregarded, can the reader quote, even approximately?

This series, relating in brief story form the historical facts of the conception of certain musical

masterpieces such as the one cited, or Schubert's Serenade, or Liszt's Second Hungarian Rhapsody, the writer considers as one of the most important contributions to advertising literature since advertising has commenced to come into its own.

"But does it sell the goods?" someone interposes. For answer, this manufacturer continues to utilize the copy novelette, fact and fiction, to sell pianos. At the recent conventions of the piano manufacturers, dealers and traveling salesmen, the consensus of the meeting played upon the necessity of cultivating still more deeply a national love for music and interest in things musical, as a basis on which to predicate more effective advertising and more extensive sales of musical instruments. This is precisely the function of these novelettes. What avails it a man to offer artichokes for sale, if his prospects are still in the corned-beef and cabbage stage?

This is the line of logic along which part of the copy run by the Globe-Wernicke Company is directed; to enforce on the public, old and young, the benefits and pleasure of reading; the more readers cultivated, the greater the sale of bookcases. Such was the idea that inspired some embryonic Horatio Alger to evolve recently a complete little novelette of success in movie-pictorial form of a small boy's career. Starting from the time when he had a single bookcase section, it develops up through his high school and college days; next the law school, until eventually we find him a

judge—all due to a love of learning started early and physically manifested in his steadily growing library.

And finally (we are forced to limit our exhibits) we swing into as gentle a little bit of fiction as might smile serenely from the pages of the *Atlantic*, "My neighbor across the street has a little girl named Marjorie, and regularly at the window I see her shampooing Marjorie's head.

"Regular as clockwork," I remarked one day. "I'm trying to form a habit," she answered. "What habit?" I asked. "The habit of beautiful hair," she said. I suppose I gasped.

"It's like this," she explained, "I believe that a woman's best chance for beautiful hair lies in regular attention to both scalp and hair. So I care for Marjorie's head regularly now—in the

habit-forming years. I know that it will start her doing it herself. . . . When she grows up I'll feel proud of—and in a measure responsible for—my daughter's beautiful head of hair."

Perhaps the best thing that can be said of a writer is that he or she makes the commonplace attractive and interesting. Your blood may not stir at a recital of adventure by sea, your heart may not throb in response to music, or your soul may not yearn overmuch with vaulting ambition—but your every-day American responds at first crack to those things that strike him nearest home. The pretty little line drawing of Marjorie sitting at the casement window drying her hair, coupled with this little humdrum (?) chapter



The Habit of beautiful Hair

MY neighbor across the street has a little girl named Marjorie, and regularly at the window I see her shampooing Marjorie's head.

"Regular as clockwork," I remarked one day. "I'm trying to form a habit," she answered. "What habit?" I asked. "The habit of beautiful hair," she said. I suppose I gasped.

"It's like this," she explained, "I believe that a woman's best chance for beautiful hair lies in regular attention to both scalp and hair. So I care for Marjorie's head regularly now—in the habit-forming years. I know that it will start her doing it herself. . . . When she grows up I'll feel proud of—and in a measure responsible for—my daughter's beautiful head of hair."

Moderns have realized for many years that systematic shampooing, with Packer's Tar Soap, offers a thoroughly dependable aid to permanently attractive hair. Send 10c for sample.

PACKER'S TAR SOAP

"Pure as the Flow"

Shampoo with Packer's Tar Soap—its delicate fragrance, intelligently perfumed. For those who have hair, naturally greasy, or those who desire a "quicker" after-shampoo. Liberal sample 10c.

The PACKER MFG. CO., Suite 57, 51 Fulton St., New York

ADVERTISING THE CAUSE BY FEATURING THE EFFECT



"Two Pages Facing"

Very clever work is being done by one of the greater publications to show advertisers that the coveted "centre spread" is not essential to a striking two-page effect.

For some years we have been very successful in working out striking schemes for facing pages. You have seen many of them in national mediums: we will be glad to show you others.

CHARLES DANIEL
FREY
COMPANY
Advertising Illustrations

104 South Michigan Boulevard
CHICAGO

from the simple annals of Our Street starts a line of pleasant reflection that expands the story far beyond the 119 words that set it forth. A million little American Marjories with pretty heads of hair isn't exactly an unpleasing thought to anyone.

Incidentally, it's not an unpleasing thought to the Packer's Tar Soap people, who are publishing this ad just now.

After all, the novels of home life have the widest appeal. But above all, by their very nature, they must be most sympathetically and skilfully worked out, lest they fall flat. Notice that this advertisement is not self-conscious—a virtue of the *rara avis* species in these days of we-hate-to-talk-about-ourselves-but-when-we-do-we-can't-help-shouting copy. That alone would make it stick out from its surroundings like the proverbial sore thumb. When the man who visés a concern's copy pounds his desk and bellows darkly for that as yet undefined commodity, "punch," let him pause a minute and recollect the fable of the bull in the china shop. Personally, this fetish about "punch" always recalls that incident in Artemus Ward's travels when his circus was libelled by seceshes in the South and his person duly bound to a stake. Quoted at random, this colloquy ensued:

"The Confederate eagle air screamin', sir; screamin' o'er this broad land," announced his captors. To which the imperturbable Artemus replied:

"Wal, let 'er scream. If your eagle kin git any pleasure aout of screamin', let her went."

If copy can sell more goods by screaming, we reiterate Artemus, "let 'er scream." It all depends on the proposition.

It must not be construed from the foregoing that the novelette form is applicable to all propositions. The point is, that certain concerns by using it display a careful consideration of the copy materials that lie ready for them who search. The copy is quoted, not as prescribed rules, but as a general gauge for an advertiser to

consider, in reflecting whether his present copy takes the shortest cut to his 'prospects' hearts or minds.

Notice that in at least three of the examples cited the advertisements have an educational purpose—a moral to impress that precedes and leads up to the actual purchase of the articles being advertised. Everybody knows that Packer makes a soap of which tar is an ingredient, efficacious in washing the hair. Why? Former advertising, with the resultant current of common knowledge, has established this fact. No reason for keeping up this announcement, therefore; still, no reason that this fact shall be forgotten. Ergo, Packer now goes deeper—keeps his foot on the pedal by reiterating continuously the desirability of a glorious head of hair; a marriageable asset, if you will. The same holds true, in a measure, of the Pianola and the Globe-Wernicke ads. They are altruistic to a certain extent in this—but once more it is the altruism that gets its due share by acting the pioneer. And to this purpose the copy novelette offers an extremely elastic medium for keeping the sales message warm.

At the bottom of it, the same heartstrings that play the tune in this type of copy are akin to the overweening desire of some advertisers, especially the neophytes, to display a picture of their factory in their advertising. After all, it is idealistic copy, and what story so vivid in the manufacturer's mind as his own life story—the history of that factory? It's the thing he's most bound up in, though that is a poor excuse for using it.

It is the function of the copy novelette, then, just as it is of a publication's editorial contents, to sound that tune which strikes responsive chords in the greatest possible number of readers. When broadly conceived and skilfully handled, it is sure to win attention from amidst its surroundings—to hold the interest, and to impress its message. Its possibilities to these ends have scarcely been touched.

NEW ENGLAND ON WHEELS

Concentration

Ask any theatrical manager whether he had rather play a bunch of one-night stands, or a metropolitan run.—

—The answer is easy.—He prefers CONCENTRATION.

Expenses are lighter, advertising is simpler and more effective—so, if he has "the attraction"—it is far easier to—PUT IT ACROSS.

Any manufacturer who has THE ATTRACTION can have an unlimited run in New England with minimum outlay.—Reason—Concentration.

Over seven millions of people are comfortably housed and fed in an area less than one-fourth the size of the alert and militant state of Texas.

In the state of Massachusetts, for instance, there is an average of 450 population to every square mile of area, whereas the great and populous Empire State, New York, averages only 207 souls to the square mile.

There isn't a live-wire National Sales Manager living who does not look with glee or yearning, as the case may be, at that shoulder to shoulder mass of pins on his sales-chart representing New England.—Why?—Because he scents CONCENTRATION and knows it for a promised land of least resistance.

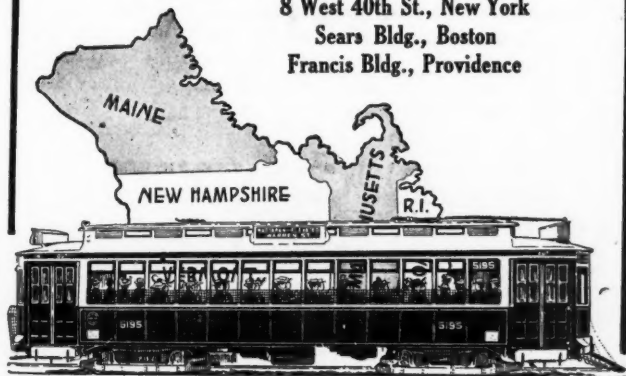
New England street cars easily carry the selling burden of many Nationally known products, and have done so for nearly two decades, largely because of their close contact with that charmed word—CONCENTRATION.

Eastern Advertising Co.

8 West 40th St., New York

Sears Bldg., Boston

Francis Bldg., Providence



**ASSOCIATION
MEN**

The Official Magazine of the
Young Men's Christian Association
122 EAST 28TH STREET NEW YORK

Advertisement: Boston Letter No. 100 April 16, 1916

EXCLUSIVELY TO OUR ADVERTISERS:-

DENVER, COLO. A \$600,000 addition to about to go up here to provide for an auto school of 8,000 students in this automobile center of the world a College of Law for 500, and dormitories for 500 students, Sec'y

BROOKLYN Dr. W. J. C. Williams has just secured in a short time a C. A. building here and expects to round up

NEW YORK Sec'y S. M. I. has secured a building here

MICHIGAN CITY, IND. got \$40,000 for a building here

PORT SAUND, NED. is the largest it is going to will go

PORT ADAM, NED. been given this be more than double

KACON, GA. has raised \$100,000 will get it in a short time

BOULDER, CO. is the largest it is going to will go

HARTFORD, CONN. Sec'y S. M. I. has secured a building here

ELIZABETH, N. J. Sec'y S. M. I. has secured a building here

DUNQUE Sec'y S. M. I. has secured a building here

With the Co-operation offered by the Officials of this Magazine"

That is the point—one of the reasons why advertising in "Association Men" produces such results—but read the letter:

"MR. E. J. PRESBY,
Aluminum Cooking Utensil Co.,
New Kensington, Pa.
Dear Sirs;—

March 3, 1916.

Answering your letter of the 28th, we have had only two insertions of our advertisements in "Association Men." Up to the present time seven inquiries is the result and one order for an Association up in Vermont, secured by our Boston representative from samples that we sent to the Association at the same time that we answered their inquiry. Another order for a large Association can be attributed to the influence of our advertisement in this publication.

It is our intention to continue advertising in this publication during 1916. With the co-operation which is offered by officials of this magazine, we believe it will prove a very satisfactory medium.

Yours very truly,

HT-R.

ONONDAGA POTTERY COMPANY."

Advertisers in "Association Men" are advised three months in advance of outsiders about the numerous building operations and other activities that cost the Y. M. C. A. many millions yearly. Advertisers appreciate the value of this three months' lead and they know that it will pay almost any manufacturer to use

**ASSOCIATION
MEN**

F. A. WILSON-LAWRENSEN
Business Manager

124 E. 28th St. - - - - New York

HARLEY L. WARD, Western Representative, 19 So. La Salle Street, Chicago, Ill.

"Special Occasion" Orders Manufacturers Might Sell Retailers

Is This Merchant Expecting the Impossible, or Are Manufacturers Neglectful?

"HERE'S an instance of how manufacturers could make me buy their goods quick," said a retailer to a PRINTERS' INK reporter recently, as he busied himself opening up a case of palm-leaf fans. "As you probably know, the State convention of Sunday School Teachers meets in this town to-morrow. It never occurred to me until four or five days ago that these people would want a lot of merchandise of a special kind. Then I had to wire off a number of orders to be shipped by express. These fans are the first of the shipments to arrive, and I am afraid that some of the things that I need the most will not get here in time.

"Now, what I would like to know is why manufacturers did not write me about this convention and use it as an excuse for soliciting business. Surely, it was a real opportunity for them to put up their propositions to me at a time that I would be interested. I carry over a dozen lines that will sell better than usual during the convention. While I had enough stock in most departments, I had to order some things, as I've already told you. Usually I anticipate these special events, but that should not prevent manufacturers from taking advantage of the occasion to try to get a little more business. Supposing I had received a letter a couple of weeks ago, telling me that fans sell big at summer conventions that women attend, and asking me if I were prepared to supply the ladies of the Sunday school gathering, isn't it likely that it would have pulled an order out of me?"

He appeared to be saying something, so the reporter encouraged him to keep right on talking.

"We have several events here every year that stimulate business. There is usually one big convention, and often there are

three or four less important ones. In the fall there is the county fair, which runs up my sales five or six times greater than normal. In the winter there is always the Agricultural Short Course, which keeps several hundred farmers in town for a few weeks and brings a lot of extra business to those who go after it. If we have a Fourth of July celebration it helps my trade wonderfully. Circus day, if the weather is fair, almost cleans me out."

"Yes, yes, that is interesting," he was told; "but how does it concern the men who are in the manufacturing business?"

DEFINITENESS LACKING IN MOST
"LITERATURE"

"Well, as I see it," he replied, "manufacturers are always on the lookout for something to say to the trade about their products that will bring in orders. I assume this, because every day I receive a peck of circulars, catalogues, letters and other advertising literature soliciting my business. Most of this material lacks definiteness. Precisely the same arguments are directed to every retailer on the list. Necessarily the appeal of the circular cannot be varied to suit my requirements and the peculiar requirements of every other dealer to whom it goes. That is why it often fails to bring home the bacon. While I know that it is necessary for advertisers to send out literature to the trade as a whole, I believe that the effort could be supplemented to advantage by making special solicitations on dealers of a certain town or a certain district, based on news events arising in that locality. Interpret the news so that the retailer can see where and how he can profit by it.

"For example, he would be interested as to how to sell 'so-and-so' to the circus crowd who will

be in your little city the eighth of next month'; or, to give another example: 'Since crops are not as good as usual around Blankton this year, the farmers will economize where they can. This is your chance to build up a good trade on How's Overalls, which retail for twenty-five cents less than the kind you are carrying and pay ten per cent more profit.'

"Appeals like that, based on conditions that apply to the retailer's own territory, would get attention."

Perhaps there would be difficulties in the practical carrying out of this merchant's suggestions, but still they are worthy of consideration. After all, there is nothing radical about his views. As a matter of fact, many manufacturers do closely follow news events that concern their trade. Trade journals, salesmen's reports and local papers are watched for announcements that offer a good excuse for writing personal letters to the trade.

Work of this kind usually proves very effective, and it surely is a powerful reinforcement of the general advertising campaign. With the growth of conditions that seem to require more intensive salesmanship, mail solicitations on the dealer will have to be made more personal. When there is a news happening to write about, it will not be difficult to make the personal tone of the appeal ring true. Manufacturers who are interested in such suggestions could profitably re-read the articles **PRINTERS' INK** has published on making use of clippings.

Joins Columbia Graphophone Company

Charles Wm. Wolfe, for four years assistant advertising manager of the Corn Products Refining Company, has joined the advertising staff of the Columbia Graphophone Company.

Graham With Kobbé

Louis Graham, formerly with the John O. Powers Advertising Agency, New York, is now connected with the Philip Kobbé Company, Inc., New York

Chalmers Takes Up the Work of Sales

Hugh Chalmers, master salesman and president of the Chalmers Motor Company, virtually succeeds Paul Smith in the active work of conducting the selling division of the Chalmers Motor Company. Chalmers, who was known to the business world for years as a vigorous and proficient salesman, even before he entered the automobile industry, has decided to give his personal attention to the furtherance of sales work as being most directly in the line of business building, and as most directly influencing the continued expansion of the company.

The selling division, through Paul Smith's activities, had practically concluded whatever changes were contemplated. His work hereafter was to have been chiefly educative, and it is this work, in which Chalmers has always been so keenly interested, that he has decided to resume. The organization which is now highly efficient, has acquired better momentum than ever before, and it is in line with the Chalmers policy to permit such an organization to grow from within itself. Under the circumstances, therefore, no immediate successor to Smith will be named, the supervision of sales promotion being assumed, as indicated, by the president of the company himself.—*Automobile Topics*.

Dealer Influence

THE LARROWE MILLING CO.

DETROIT, MICH., July 19, 1916.

Editor of **PRINTERS' INK**:

We enclose copy of part of a letter we have received from a dealer in Bethlehem, Pa., in which we believe you will be interested.

THE LARROWE MILLING CO.

"Kindly write me stating if you ship Larro-Feed in one or two ton lots, and if so kindly quote me price on same delivered here. I have had several calls for this feed lately, and, while I have been able to sell something else instead, I am at the same time becoming interested in the feed."

"Very truly yours,

E. B. Jackson Joins Overland

Edwin B. Jackson has resigned as president of the Packard Motor Car Company of New York, to become assistant to C. A. Earl, vice-president of the Willys-Overland Company. For the present he will devote his attention to completing the new Overland organization in New York. He is succeeded in the Packard company by Emlen S. Hare, who recently was promoted from the Philadelphia branch to be manager of New York sales.

Pindell Combines Two Peoria Papers

H. M. Pindell, publisher of the *Peoria Journal*, has purchased the *Peoria Transcript*, a morning publication. The two papers will be consolidated.

Poster

Advertising

The advertiser must pay to get his goods on the dealers' shelves.

—but the consumer should not be compelled to buy advertising in order to know what and where to buy.

That is where the free-reading poster fits in—it is ever present—universal and costs the public nothing to read.

We have had 16 years' exclusive experience.

American Poster Co., Inc.

DONALD G. ROSS, President
S. J. HAMILTON, Secretary

110 W. 40th Street, New York City

Official Solicitors for
POSTER ADVERTISING ASSOCIATION

PRINTERS' INK

POSTER ADVERTISING SERVICE

SOAP

made from
Palm and Olive
Oils

PALMOLIVE

A Plain Tale of

A Plain Tale of Advertising Efficiency

THIS space is ten ft. high and twenty-five ft. long—a 24-sheet poster. A famous artist drew the figure; the poster is a medium which reproduces an artist's best work as faithfully as a fine magazine cover. The figure itself is about eight ft. high.

As a piece of soap advertising certainly this poster ranks very high on the counts of conspicuousness, attractiveness, simplicity of display and message, and as a means of showing the package exactly as it looks.

An equally sensible and effective poster can be designed for your product.

Write us for information.

Poster Advertising Association

1620 Steger Bldg.
CHICAGO, ILL.

OFFICIAL SOLICITORS:

IVAN B. NORDHEM CO. - Marbridge Building, New York; Pittsburgh: Chicago
A. M. BRIGGS CO. - Peoples Gas Building, Chicago, Ill.
AMERICAN POSTER CO., Inc. 110 W. 40th St., New York City

8th Floor Tower Building, Chicago, Ill.
Atlanta, Ga.
722 Chestnut Street St. Louis, Mo

THE A. DE MONTLUZIN ADVERTISING CO., 1137 Union Trust Bldg., Cincinnati O.

PRINTERS' INK

AUGUSTA, MAINE



THE



AUGUST 1916

AMERICAN WOMAN



The Saleswoman who can
Introduce your wares in
OVER 500,000 PROSPEROUS
small town homes.

WESTERN ADVERTISING OFFICE

W. H. McCURDY, *Manager*

30 N. Dearborn Street, Chicago, Ill.

EASTERN ADVERTISING OFFICE

WILLIAM F. HARING, *Manager*

Flat Iron Building, New York

Difficulties in Way of Government's Use of Official Trade-mark

A Bill in the House to Take Over Design from Detroit Has Weaknesses Which Trade-mark Experts Point Out

A BILL has been introduced in Congress by Representative Kitchin to "nationalize" the U. S. A. trade-mark devised by the Detroit Chamber of Commerce in the true sense by having the Federal Government assume jurisdiction over the mark, and this bill authorizes the Secretary of Commerce to license manufacturers to use the slogan in this particular form, especially for export purposes.

It is at the request of the Detroit Chamber of Commerce that the National Government has taken up the matter of giving special Federal backing to this expression of the Made-in-America movement, and the Detroiters want Uncle Sam to swing the thing because of a certain amount of concrete evidence, and an even larger measure of suspicion that certain foreign manufacturers are fraudulently marking their goods as of Yankee origin in order to steal trade built on the quality and reputation of bona-fide American goods.

Moreover, there is a fear that this unwarranted borrowing of the Made-in-America phrase will increase rather than diminish under the competitive conditions that will exist after the European war, and so the United States Government has been stirred to action in this matter, just as it has with respect to ruinous competition through "dumping" of foreign-made goods.

Secretary Redfield, of the Department of Commerce, started the ball rolling in so far as the Government is concerned by calling a conference of the various Federal officials who might lend a hand, including the Director of the Consular Service, the heads of the Bureau of Foreign and Domestic Commerce, etc. Quick action was obtained from the committee thus formed, and as a

result we have the bill just introduced by Mr. Kitchin—a measure known officially as H. R. 16873, and which has been referred not to the Committee on Patents, but to the Committee on Appropriations, because it carries an appropriation of \$25,000 to carry into effect the provisions of the bill.

The bill authorizes the Secretary of Commerce to select, or cause to be designed, an emblem or token in the nature of a trade-mark for affixing in any manner to any merchandise manufactured in the United States or the coverings or containers in use in shipping the same. Under section three of the bill the Commissioner of Patents is directed to register this trade-mark for every class of goods which are now, or may be in future, recognized under our trade-mark laws.

It is set forth that for a fee not to exceed five dollars per year the Secretary of Commerce is to issue a license to any manufacturer in the United States to use the "Made in U. S. A." trade-mark subject to such rules and regulations as may be laid down. For failure to comply with the regulations the secretary may suspend temporarily any license issued to any manufacturer, and following a hearing, or an opportunity for a hearing, may revoke any license and publish the name of such offending licensee and the cause of the revocation. Fine or imprisonment is provided under the bill as punishment for any person who forges the trade-mark or makes use of any mark so nearly resembling the national trade-mark as to be false or misleading.

On paper this scheme appears fine, but trade-mark experts, within and outside the Patent Office, who have had an opportunity to see the Kitchin bill, have been quick to shoot it full of holes

and predict that extensive revision will be necessary. The trouble seems to be, as the case is diagnosed for PRINTERS' INK, that the bill has been drawn by trade experts who are full of enthusiasm for an international sales campaign for American goods but who are not thoroughly familiar with trade-mark law, decisions and practice.

DIFFICULTIES IN THE WAY

Some of the most serious indictments laid against this scheme for giving unlimited prestige to the mark from Detroit are of what might be termed a sentimental character. Uncle Sam will be placed in the position of doing things for himself that he cannot or will not do for any private trade-mark owner, and wrathful protests from advertisers are to be expected. For one thing, the Kitchin law would authorize the registration of this "Made in U. S. A." mark, although the Patent Office tribunals and the courts have consistently ruled that "U. S. A." is national insignia, and consequently unregistrable.

Worse yet, the exception of this registration, if made, will fly in the face of all precedent with respect to the entry of so-called collective or community trade-marks. As detailed in PRINTERS' INK not so long ago, the Brockton, Mass., Chamber of Commerce was turned down when it sought to register a mark that would do for Brockton what the Detroit mark would do for the whole country.

Yet another "defi" of convention will be found if this national trade-mark is registered for all classes of goods prior to its use on any article of commerce. That would be no problem at all in any of the numerous foreign countries that base title to a trade-mark upon priority of registration, but in the United States, which is unique in that right to registration is contingent upon use on goods in interstate or foreign commerce, such a placing of the cart before the horse is sure to be criticized in some quar-

ters as savoring of inconsistency.

There are gaps in the bill that cause the trade-mark specialists to tell PRINTERS' INK that the sins of omission appear as black as the sins of commission. The whole purpose of the provision for the registration of "Made in U. S. A." in the United States Patent Office is to pave the way for the registration of this mark abroad in those countries where registration is contingent upon registration in the country of origin, and yet this bill makes no provision whatever for the registration of the national trade-mark in the foreign fields where it is desired to protect it. Equally serious, and equally incomprehensible to the critics, the bill makes nary an authorization for action by the Secretary of Commerce or any other official of the Government to prosecute the firms or individuals in foreign countries that counterfeit the American mark.

Finally, as indicating that the gaining of world-wide standing for the "Made in U. S. A." trade-mark is going to be a very complex proposition instead of the simple one that its sponsors have imagined, the trade-mark authorities point out certain possible difficulties with respect to the registration of the national mark in foreign countries. If the Government is to be exempt from its own rules it will be a simple matter to give this mark, under the Kitchin bill, registration for use here on any and every class of goods, but how about the situation abroad where no such sweeping or blanket registration is possible?

Trade-mark experts, who do not wish to appear pessimistic but merely to face the inevitable difficulties, predict that the best we can hope for is that each foreign country will allow the United States Government to cover an entire class by one registration. Even at that, protection for the trade-mark all around the globe would cost Uncle Sam a tidy sum, because the average important foreign country has fifty or sixty different trade-mark classes.

How Hudson Teaches Auto Dealers to Be Merchants

Converting Salesmen into Business Men as Part of Hudson Motor Car Co.'s Merchandising Plan

COMPETITION is having the same effect on the automobile business that it has had on all other lines—it is making *selling* the very life of the business. And every business man knows by this time that when giant organizations, like the principal companies in the automobile industry have become both in men and in volume of sales, begin to merchandise, there is a chance for every business man in every line to learn something.

Automobiles have been almost a new kind of merchandise, in that everybody wants them, and if there was only one company making automobiles, there would still be little tendency to work out efficient selling plans. But competition is making it necessary for every company to *sell its own* product. Buyers have not changed in their attitude toward the product, but they have become more discriminating, and now expect to be sold, not an automobile, but a certain *kind* of an automobile.

Not many companies have undertaken yet to sell machines to people who don't know they want them, except when there is danger of some other company doing that and making the sale first, and merchandising methods have mostly been to find the customers who are sold a machine, and then to sell them a particular make of machine.

That is the problem the Hudson Motor Car Company has been facing. All other companies in the automobile industry, of course, have also been facing it. A recent article in *PRINTERS' INK* outlined the new attitude of the Ford Motor Company toward this same problem, and gave some inside information on how that company is attacking the problem.

This article, though, deals with an entirely different way of going about the same thing. The Hudson company has not been wor-

ried so much about the lack of energy on the part of its dealers and salesmen, which seems to have been the idea behind the Ford sales plans, but it has been attacking the problem along the line of making its dealers over into business men.

The story is told of a jobber's salesman who found the head of a hardware store in a progressive little country city, back in the warehouse setting up a stove, while a \$10-a-week clerk was out front trying to sell a wagon to a hard-headed farmer. If the hardware man had been a real honest-to-goodness merchant he would have traded jobs with his \$10 clerk and made a lot more money. But he preferred to be a repair man, and to hire men to get the money.

FACTORY MAN TRIES TO TEACH DEALER SOMETHING

Replicas of this hardware man have been numerous in the automobile business, because very many of them have grown up into automobile dealers, or rather have been prematurely boosted up into automobile dealers, from bicycle repair men and similar small repair businesses.

One story will illustrate the type. A Hudson factory man found a dealer in one of its good city territories, out in the repair shop under an automobile, making a minor repair. The factory man, pretending to be a prospective customer, was directed to the rear of the repair shop, for it was really but little more than that as a salesroom, and told that the latest thing in automobiles was under that tarpaulin; he was too busy to show it to him, but the customer was welcome to pull off the canvas and look at the machine for himself.

After the "big boss" of this dealership had crawled out from under his machine the factory

man turned salesman and sold this dealer on being a business man, a merchant, first and a repairman after that, if he had time.

A year later when this same factory man returned to this dealer's place of business it had been made over completely. The repair shop had disappeared, so far as the frontal view of the place was concerned, and the "latest thing in automobiles," as he had put it, was now in the big show-window instead of back at the rear of the repair shop under a tarpaulin. The dealer also had changed, for instead of finding him out in the repair shop under a car, the factory man found him at a desk up front, studying reports.

Knowing what a dealer needs, and being able to give it to him, however, are two entirely different things, as the shoe manufacturer, the hardware jobber, the big merchant tailoring house and all of the other national advertisers have found. The dealer may be willing to know a few things, but he doesn't want strangers preaching to him about how he should run his business. Very often he has made a little money even under his own methods, and it only takes a little success to give the average man a lot of confidence in himself.

Every advertiser faces this problem, no matter what his line is, and so the Hudson company faced it also in selling automobiles through dealers.

HOW IDEA FOR BOOK GREW

In searching for a way to tell their dealers how to run their individual businesses, and to tell them in a way which would interest them and not cause them to shut their minds like a clam shuts its shell, W. L. Agnew, who has since been made advertising manager of the company, hit upon the Lorimer idea of "Letters from a Successful Merchant to his Son." Of course he paraphrased the idea and made it read, "Letters from a Successful Hudson Dealer to his Son."

It was tried out as an experiment, to get over the one idea of showing dealers how to analyze

their territory. It worked out so well that before it was printed in the company's sales bulletin, "The Hudson Triangle," it was made over into the first of a *series* of letters of a similar nature, and an after-thought tacked on to cover up the million things left unsaid—"I'll write you next week more in detail—"

The letter said things that many dealers would have dubbed plain preaching if it had been written as "factory dope," but since it was written by a Hudson dealer to his son, just starting a new Hudson agency, it was read in a wholly different way. Dealers all over the country got interested very quickly in what the successful dealer was going to make out of his son.

The company, of course, could also commend these letters to dealers, since it wasn't "company stuff," from the dealers' point of view, and it wasn't long until the dealers were studying these letters in their weekly sales conventions in each dealer's salesrooms.

What had started out as Agnew's idea to show dealers how to organize and analyze a territory, developed into a series to consist of "several" letters. He found there was so much to say, however, that the "several" kept running until twenty-six had been printed. Then he put the whole bunch into a book, under the same title and with the same illustrations, and cross-indexed it in a very complete way. The letters had made a hit, and the dealers had been demanding back numbers, and the whole bunch in more convenient form.

Agnew had been with the Hudson company for a long enough time to have gotten a pretty accurate idea of the problems of all dealers, as well as how the best of them were solving those problems. So his letters, taken from the actual experiences of these dealers, many of whom he was meeting at the factory every day, very easily passed for the expressions of a successful dealer. In fact, most of the Hudson dealers probably thought, and many of them likely do yet, that a successful Hudson dealer, one of

**DETROIT
CMGCO***Advertising*

—One of our clients in two years has increased his capitalization from \$250,000 to \$6,000,000, and now ranks sixth among all automobile manufacturers.

—One of our clients has doubled his output in two years and now makes every second electric automobile built in this country.

—One of our clients has doubled his business in two years and now makes more vapor stoves than any manufacturer in the country.

—One of our clients has developed a demand for his product which necessitates increasing his output of light delivery trucks exactly 1200%.

—One of our clients has increased the price of his prod-

uct, increased its sale, and now sells more overalls than any other manufacturer.

—One of our clients has increased his corset business 36% during the past year and will further increase his output for the next twelve months.

—One of our clients has had such a successful year that he is more than doubling his output of motor trucks for the coming year.

—One of our clients, the largest varnish manufacturer in the world, has largely increased his dealer distribution and increased his sales.

—One of our clients, the largest manufacturer of stoves in the world, has had a most successful year with a large increase in sales.

There is little need to dwell upon the share advertising has had in these successes—still less is it necessary to enlarge upon the satisfaction our service has given these clients.

THE CARL M. GREEN CO.*Advertising Agents*

SALES DEVELOPMENT THROUGH ADVERTISING

Detroit

Free Press Building

A Waiting Market

900 farmers responded to a single article on tractors published in *Farm and Fireside* last September, stating that they were in the market for tractors, prices of which averaged \$1325, and totalled \$1,192,500.

Editorial Policy Responsible

Articles of this kind are part of the regular editorial policy of *Farm and Fireside*. For example, last year *Farm and Fireside* published 29,430 agate lines of editorial matter on agricultural implements and machinery, and 13,030 lines on other machinery and building material.

The aim of this editorial matter was to induce our readers to earn bigger incomes through using improved machinery.

D. W. HENDERSON,
Advertising Manager,
381 Fourth Avenue,
New York City

FARM and FIRESIDE
THE NATIONAL FARM
THE CROWELL PUBLISHING CO.

arket for Tractors

Nine Hundred letters on tractors show reader *responsiveness* that is ready—and waiting—to be cashed.

Special Tractor Number Sept. 2nd

The September 2nd issue of FARM AND FIRESIDE will be a Special Tractor Number. Here you will find *proved* Reader Responsiveness, strong Editorial Co-operation, large Excess of Circulation, and a concentrated Distribution in just the territory where Tractors are sold.

This issue offers tractor manufacturers an opportunity to cash in on more than a year's educational work—a waiting market.

Rate, \$2.75 a line, based on a guaranteed circulation of 550,000. Actual circulation more than 650,000. Note the excess!

More than 120% of the amount upon which the line rate of FARM AND FIRESIDE is based, is concentrated in the 14 best Tractor States.

Forms for the September 2nd issue close on August 11th.

FIRESIDE
NAL FARM PAPER
PUBLISHING COMPANY

T. J. MORRIS,
 Western Adv. Mgr.,
 1316 Tribune Bldg.,
 Chicago, Ill.



100%

Circulation Guaranteed

Take the best advertisement ever written. Let the "lay-out" and illustration be clever and have the greatest "attention value", and yet—what publication *dare* claim and promise 100% circulation for that ad? **¶** We claim 100% for Imperial Films. *Every person* in the audience of the theatre where we produce our pictures must see and read your story—where it is flashed

On the Screen

Big American advertisers like

American Steel & Wire Co.
Firestone Tire & Rubber Co.
Sherwin-Williams Paint Co.
Printz-Biederman Co.

Illinois Central R. R.
Mississippi Valley Trust Co.
Kansas City Commercial Club
Universal Portland Cement Co.

and others. They have proved its value as an aid to the sales department.

C-O-N-C-E-N-T-R-A-T-I-O-N

is the result of "alive" advertising. May we prove all this to you?

Imperial Film Mfg. Co.

Office

547-549 Peoples Gas Building
Chicago, Illinois

their own number, did write the letters.

In his first letter Agnew caused his successful dealer to dictate into his letter a criticism of his son's ideas about management:

"Don't lose confidence in yourself," he wrote, "because your retail experience has been in another line. It isn't always the successful retail salesman who makes the best manager. There are many places where the power to *pick* and *manage* is worth more than individual selling ability." Note he goes right to the heart of the problem—emphasizing the necessity of *managing*, of *being a merchant*, in the automobile business.

"There is a good supply of men of the capacity to make successful retail salesmen," he continues, "but it is much harder to get executive ability and organization capacity. These are of much greater importance to you than the mere ability to go out and sell a car. I know thousands of good retail salesmen who would fail utterly as dealers because they lack the executive and organizing ability.

"On the other hand, the most successful dealers I know are men who practically never sell a car themselves. They are successful because they are managers of men, because they know how to organize, how to analyze, how to systematize."

DEALERS SEE THEIR OWN EXPERIENCES IN STORIES

A lot of dealers probably read their own experience into those three paragraphs, and absorbed some ideas as to why they had not been as successful as some other dealers they knew. A lot of dealers, as every advertiser knows, think "hard work" is what makes the profits in a retail store. It is, of course, but not the muscular, physical work. If that were the kind of hustle that makes a successful merchant, lots of stevedores and colored truck-drivers could get by in successful stores.

Another problem recognized by the factory, and preached to dealers through Agnew's dummy

character, was the problem of getting dealers really to find out what they were doing—in other words, to keep records. It is one of the biggest problems and one of the most neglected problems in retailing. If every dealer could be persuaded to-morrow to begin keeping, and to begin using, accurate records that really show him what he is doing, half the selling problems of the national advertiser would disappear like vapor.

"Hold down overhead," wrote the Hudson dealer, in italics. "Don't skimp, but don't waste. Lots of dealers have fallen by the wayside because they worked in the dark. Money slips away where it might have been saved, and they end up in the red-ink figures. Ask the factory to put in for you a standard Hudson accounting system. They will show you how to do this."

"You have not learned the lesson of the intensive working of territory," he said in another letter. "I happen to know of actual experiences where the territory of local dealers has been cut down to approximately 50 per cent of its former size, and yet where the sale of cars for the ensuing year was 75 per cent to 80 per cent higher than the previous year in the larger territory.

"There still exists the class of dealers who have the impression that the bigger the district they can contract for the better off they are and the greater are their opportunities of profits. Yet the experience of thousands of successful dealers goes to show unmistakably that it is the dealer in the comparatively small, *intensively worked* territory who has the lowest overhead in proportion to volume of business, and who actually makes the largest net profits.

"Many competent business observers believe that designing and production are approaching the maximum of efficiency and economy; but this is by no means true of selling. In the entire field of manufacture selling costs run from one and a half to five or six times that of manufacturing costs. Evidently there is yet room for

greater efficiency in selling organizations.

"To you the problem narrows itself down to this, that you must study your own field, and your own expectations and requirements, and so create and conduct your organization that it will produce the highest possible efficiency in every portion of your territory.

"This can only be done by *intensified selling*, by concentrated effort devoted to smaller districts under numerous sub-dealers and resident dealers. The secret of reduced selling expense and increased selling efficiency seems to me to lie along the line of *multiplied selling units* producing larger volume and a better grade of selling *management* and oversight."

FINESSE OF SALES WORK DESCRIBED

"Son" also is told in detail how to organize a prospect list, how to find out who the prospects are by checking up and classifying car users, farm owners, business owners, physicians, society people and every other kind of prospect. He is told how to estimate the probable time when the user of a Ford has gravitated far enough Hudson-ward to be worth going after, as well as how to gravitate him a little faster. Since intensive selling is one of the big problems of making over the ordinary dealer into a successful dealer, much attention has been given to this part of "son's" education, because, as already made clear, "son," in this instance, was every reader of "The Hudson Triangle."

Advertising, naturally, needed much attention also. Few dealers in any line really appreciate the value of the work being done for them by the manufacturer, and this of course applies to automobile dealers also.

"Is it your idea, son," one letter says, "that it is the duty of the factory to build the car, ship it to you, put it in delivery order, sell it for you, keep it running for you—and then *pay you the profits*? Are you going to exist like the lilies of Solomon that 'toil not, neither do they spin'? Is it to be *your* part merely to sit

in your easy chair and smoke expensive cigars, while the factory sells your cars for you?"

"No, my boy! *You* are the man on the spot. *You* are to dig up your own dealers. *You* are to hunt and find your own prospects. *You* are to send information to the factory instead of the factory sending it to you.

"Getting individual, personal replies to advertising is the object of mail-order houses and small businesses. Good automobile advertising is not intended to draw individual requests or letters. It is intended to create a *mass national impression* about the car, and to send the interested reader to you, or to his nearest dealer. The dealer should learn of a prospect long before the factory does."

"Organize a sales-promotion department," son is advised in another letter, "to take care of such matters as resident dealers, circular letters, prospect lists, follow-up literature, and other matters of this nature. Put a man in charge who has had experience in this line, and who knows how to make the work pay. The right man will be worth much more to you than the average retail salesman. Don't put an inexperienced man or a boy or a stenographer on this job and then expect it to pay. It will only be an expense if you do that.

"Not every man knows how to handle this work. There are many who *think* they do. The writing of proper letters alone is an art. Letters and printed material are simply *salesmanship* on paper. If it is difficult to sell in person by word of mouth, it is much more difficult to sell by letter and print. Better not do this at all than to do it wrong. And if you expect to get any wholesale business at all, you *must* have an efficient and energetic sales-promotion department.

URGES USE OF LOCAL PAPERS

"Let people know that you have the car. They won't buy it unless they know about it. Use your local newspapers. You don't need a page ad every day. Use the ads sent you from the factory. Spend *more* rather than less than

CLEVELAND

June 1916 vs. 1915

The following figures show the INCREASES and DECREASES in Local Display Advertising published by the *Cleveland Morning Newspapers* for *Cleveland Merchants*.

MORNING NEWSPAPERS

The Leader

GAINED

59,752 lines or 49%

The other Morning Newspaper

LOST

19,922 lines or 7%

Members of the A. B. C.

The Cleveland Leader CLEVELAND, OHIO The Cleveland News

Foreign Advertising
Representative

Lawrence

Inc.

250 FIFTH AVENUE
NEW YORK

Mallers Building, Chicago, Ill.

Kresge Building, Detroit

201 Devonshire, St., Boston, Mass.

is expected of you. It's wonderful to a man who doesn't use advertising properly to see what it will do when well handled, in a local paper. You practically dictate the motorcar sentiment of your territory if you work it right.

"Get a selected list of people who ought to be owners of this type of car. Send them a letter twice a week telling them in short, chatty, pleasant language about the car. As soon as you sell one or two mention the names of the buyers. And see to it that you sell prominent people first."

From the above it will be seen that "Dad," as the successful Hudson dealer signs himself, knows a few things about advertising. If the advertising department of the Hudson Motor Car Company had written that kind of stuff to its dealers a great many of them would have said "bosh" and forgot it. But "Dad," talking straight from the shoulder to his son, got it over in a large enough way to get a lot of dealer-interest in advertising.

BOY IS INSPIRED TO SELL A CAR AND DOES IT

Other problems covered in the series of letters, and, later in the book, include every phase of the merchandising end of the dealer's business. The dealer who put himself in "son's" shoes and took "Dad's" advice is a now better dealer. And many of them did. One instance will suggest the reaction the series brought:

A dealer in the South wrote the factory saying the letters had gotten into the hands of his son, and that the lad, only about twelve years old (possibly a larger lad than twelve years suggests) took it like "Diamond Dick" stories and patterned after it. He went to his own Hudson-dealer-dad one day and asked if he might go out and sell a Hudson Super-six to a certain business man. It struck the dealer as so unusual that he promptly answered, "Sure, run along." Late in the afternoon the boy brought the business man into the sales-room and actually did sell him

the machine. He had absorbed the principles of successful merchandising from the letters, and even at his age was able to apply them in an actual sale. Of course the story was sent out to all dealers and salesmen as a part of the plan to sell the merchandising methods of "Dad" to all dealers.

The book has been successful also in another direction. The company has featured it in small boxes in its trade-paper (automobile paper) advertising, offering copies of it free to Hudson dealers and salesmen. Thousands of copies have been sold, and those who have bought it, mostly dealers and salesmen of other cars, have not only profited in the same way as Hudson dealers and salesmen, but also have absorbed some "Hudson" talk that naturally won't hurt the Hudson business.

\$2,000,000 Company to Make New Pigment

The Mineral Refining & Chemical Corporation, incorporated last January under the laws of Delaware with an authorized capitalization of \$2,000,000, has established its headquarters in St. Louis and is speeding up the construction of an immense plant in this city for the production of a new basic pigment for paint manufacturers.

The new pigment will take the place of oxide of zinc, says the *American Paint & Oil Dealer*. It is expected that the initial production will be more than fifty tons of finished product per day.

Federation of Labor Opposes Price-maintenance

The executive council of the American Federation of Labor passed a resolution, July 20, declaring that the Stephens-Ashurst bill is "inimical to the interests of organized labor." The American Fair Trade League announces that Gimbel Brothers have signed the petition favoring the bill, which has already been signed by such large department stores as John Wanamaker, B. Altman & Co., James McCreery, and Bloomingdale's.

The World's Output of Rubber

The output of rubber in the whole world in 1915 was 125,000 tons.

American manufacturers took 80 per cent of all this, nearly 100,000 tons, for which they paid \$111,000,000. America manufactured \$55,000,000 worth of rubber boots and shoes in 1914.

Truly a big business.—*Boot & Shoe Recorder*.

An Opened Letter

Chicago, July 20th, 1916.

Editor,
"Printers' Ink",
New York, N.Y.

Dear Sir:-

I am sending this to a few score of men who influence and perhaps determine important advertising campaigns. They are men who have not time to read circulars, but are too conscientious to let facts escape them which are important to themselves or their customers.

HERE IS ONE FACT.

I have just learned that four large merchandising concerns are planning for a very liberal use of advertising space in BETTER FARMING.

Three of them never used BETTER FARMING previous to last season.

It was the result of last season's use of BETTER FARMING which determined their present decision.

"The proof is in the pudding".

Some of it is contained in a little four page folder which I will be pleased to forward to anybody who is looking for a farm paper which gives advertisers 120% of value for every \$1.00 paid for their advertisement.

Yours truly,

W. L. Chapman
President.

FLC/H

*Now Listen,
All you
Agency Fellows*

G. G. O'BRIEN
PAINTED
BULLETINS
IN
PITTSBURGH

Blackman-Ross Company
Advertising

95 Madison Avenue
New York City

June 23, 1916.

Mr. G. G. O'Brien,
3216 Fifth Avenue,
Pittsburgh, Pa.

Dear Mr. O'Brien:-

I have your circular letter of June 22d in which you state that you pay commissions to advertising agents, and that you are desirous of doing business with agencies.

I want to take this opportunity to express my appreciation of the way you handled the TOM KEENE display.

Your organization co-operated with ours in every way, and I was very much impressed with your desire to be of real help. I am sure that no advertiser or agent could have any complaint if you treated them as you treated me.

With best regards, believe me

PJH-S

Very truly yours,

Tom Keene
Secretary.

This is a real, honest-to-goodness letter of appreciation. We didn't coax for it, or ask for it, or buy a Tom Keene or anything. It just blew in unannounced, and we gave it the Pittsburgh welcome.

No, it isn't the only letter of the kind we ever received from a patron of our boards. In fact, we got a similar letter in the very same mail.

SEE NEXT PAGE

*This Is
the
Other
One*

G. G. O'BRIEN
PAINTED
BULLETINS
IN
PITTSBURGH

THE PITTSBURGH POST
THE PITTSBURGH SUN

A. E. BRAUN, VICE PRESIDENT

PITTSBURGH, PA.

June 26th,
1 9 1 6.

Dear Mr. O'Brien:

I wish to compliment you upon
the excellence of the sketches prepared by your
artist from copy furnished by us for the first lot
of our bulletin signs. The design and illustrations
are without exception the most attractive and appropriate I have seen for some time.

Very truly yours,



GENERAL MANAGER.

Mr. G. G. O'Brien,
3216 Fifth Avenue,
Pittsburgh, Penna.,

It occurred to us that two such spontaneous expressions of approval from two such discriminating sources might help us get some new business if we published them. We asked Mr. A. E. Braun's permission to use his letter. He said: "Use it in any way you see fit." To the same request Blackman-Ross Company answered: "The truth should never be concealed."

Pittsburgh is bulging with business these days. We have sent \$100,000,000 worth of war orders to Europe, and there's another \$100,000,000 worth on the order books.

Pittsburgh bank clearings for June reached the record-breaking total of \$299,865,267, an increase of \$85,000,000 over June, 1915. Steel billets are selling at about \$47 a ton, as against \$21 a year ago, and if you send in your order to-day you can't get your billets inside of seven months. The pay-roll is \$1,200,000 a day. That's how busy Pittsburgh is!

Now, if you need some of this money, advertise on the O'Brien Bulletins.

G. G. O'BRIEN . . PITTSBURGH.

3,000,000

Lines of Advertising a Year and Not a Daily At That

During the first six months of 1916 THE HOME NEWS published 1,588,413 lines of advertising, divided between the three editions as follows:

Bronx edition, tri-weekly.....	913,500
Harlem and Heights edition, semi-weekly.....	564,652
Yorkville edition, weekly.....	110,261

The reason why THE HOME NEWS gets so much advertising is because it is a LOCAL newspaper with a HOME circulation. The combined circulation is guaranteed 250,000 copies.

Each edition of THE HOME NEWS is a distinct and separate newspaper by itself, covering its own field only.

The Bronx edition is published Tuesday, Thursday and Sunday; 100,000 copies each issue.

The Harlem and Washington Heights edition is published Wednesdays and Sundays; 100,000 copies each issue.

The Yorkville edition is published Fridays; 50,000 copies each issue.

The circulation of none of them overlaps that of either of the others.

A flat rate for general advertising.

We make no contracts and we have no broker rates.

Address communications regarding advertising to

HOME NEWS

JAMES O'FLAHERTY, JR., PUBLISHER,

373 East 148th St., New York, N. Y.

Tel. 6600 Melrose

DOWNTOWN OFFICE: 22 N. William St., N. Y. Tel. 3636 Beekman

Western Representative: EDMUND R. LANDIS, 8 South Dearborn St.,
Chicago, Ill., Tel. 1861 Central

Various Methods of Apportioning Branch-office Territories

Population, Volume of Past Sales, Freight Rates, Etc., May Be the Basis,
but Trade Channels Must Be Followed

By Roy W. Johnson

[EDITORIAL NOTE: Previous articles on the general subject of branch-office organization appeared in *PRINTERS' INK* for June 1 and 15, and July 20. Other exhibits from representative concerns will be presented in a concluding article.]

THERE are many different methods of apportioning territory among branch offices. Sometimes territorial lines are sharply drawn, and a salesman who strolls off his reservation is brought up with a round turn. Sometimes the boundaries are loosely defined, such as, for example, by saying that the Chicago office covers a territory "within a radius of fifty miles," and extra-territorial sales are winked at so long as somebody gets the business.

Again there are organizations in which territories actually overlap, the branch offices being connected with branch factories which turn out products of different grades or under different brands. A factory branch at Bridgeport, Conn., for example, may cover New York City, and the same may be true of the factory branch at Trenton, N. J.

Oftentimes such an arrangement is due to conditions which existed prior to the consolidation of several concerns under one management, as was done in the case of the National Lead Company, the International Silver Company, or the American Piano Company. For obvious reasons it is impracticable to do away entirely with the old sales organizations and break all the ties of personal relationship between customers and salesmen. So the sales territories are often left alone, even though they sometimes overlap to an extent which would not be tolerated in an organization which was being formed from the ground up.

Some concerns apportion terri-

ties according to population—that is, according to the number of possible buyers of the product. Others use as a base the increased volume of business actually obtained over a period of five or ten years. Still others use freight rates as the determining factor. In some lines branch distributing and sales points are determined by trade custom, and there is no choice but to follow competitors in the apportionment of territory. Some concerns establish branches only where they are unable to get satisfactory outside representation, and the extent of the branch territory depends upon the concern's ability to secure outside agents.

The following statements show, among other things, how some representative concerns apportion their branch territories. As stated in the first of these articles (published in *PRINTERS' INK* for June 1) the present writer is not attempting to say the last word on the subject, nor to do much more than spread the facts upon the record where they can be referred to when wanted.

KEEPING UP THE OLD ORGANIZATIONS

The National Lead Company is one concern which bases its branch organization upon conditions which existed before the company was formed. O. C. Harn, the company's advertising manager, writes:

"At the present time, we maintain ten branch sales offices, as follows: New York, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Philadelphia, Pittsburgh, St. Louis, San Francisco. The number has not been added to recently, nor do we contemplate any additions in the near future.

"The chief advantage in handling the trade through branches

is that the various branch managers become more intimately acquainted with customers than a home office could ever hope to. Our experience has been that the close relationship thus secured proves of great benefit in a great many ways.

"In our case, the territorial boundary lines were not arbitrarily established. The apportionment of territory was largely dictated by conditions which existed when this company was organized.

"Our branch managers are all employed on salary. Some of them are members of the Board of Directors of the company.

"The line which divides the jurisdiction of the branch managers and the home office is very clearly defined in our case. The general policies of the company are in the hands of the home office, and their execution rests with the branch managers.

"Up to this year, practically all of our advertising matter was distributed by the branch offices. All the features were prepared and purchased by the general advertising department and then apportioned among the branches according to population. Publication advertising was placed from here, but the inquiries developed were handled by the sales offices along lines suggested by the central advertising department. All mailing and shipping charges are paid by the branches.

"Direct-by-mail advertising is handled by the general advertising department. All inquiries developed by direct-by-mail work are treated as sales matters and go to the branch offices for attention."

The organization of the International Silver Company, which is another large concern made up of several old-established manufacturers of silverware, is outlined by W. G. Snow as follows:

"Our branch offices are the same in number as for the past eighteen or twenty years—two in New York City, one in Chicago and one in San Francisco.

"In addition to these, we have three branches in Canada—at

Hamilton, Toronto and Niagara Falls.

"All of these offices, in a general way, work under instructions from Meriden, Conn., the International Silver Company's headquarters, and in turn the managers of the various branches control territory allotted to them—sometimes only in their immediate vicinity; in other cases, for some miles around.

"As a general proposition, however, outside of the cities of New York and Chicago, most of the trade are called upon by direct representatives working under instructions from the factory whose goods they sell."

WHERE FREIGHT RATES CONTROL

An example of a branch organization which bases its territories upon freight rates is to be found in the case of the Southern Cotton Oil Company. T. O. Asbury, the company's general sales agent at New York, writes to PRINTERS' INK:

"Our selling organization consists of a head office located in New York and division sales offices in New York, Chicago, New Orleans and Savannah, at each of which points we also have factories. Each division sales office controls the territory into which freight rates are lower from its own factory than from any other factory, and controls the salesmen and brokers in its territory, all instructions to salesmen and brokers being sent through the division sales offices.

"Probably the chief advantage in handling the trade through branches rather than direct from the home office is the ability to keep in closer touch with the trade and with the selling organization. In addition there is the very great advantage of being able to give better service in making shipments.

"The cost of advertising is apportioned to the different divisions on basis of volume of business done by each. We think this is more satisfactory than making an effort to determine just what promotion expense applies specifically to each division. All promotion

expenses are paid by the home office."

The Joseph Dixon Crucible Company, Jersey City, has a peculiar problem, due to the wide variety of its products and the different classes of trade to which they are sold. Each of the company's branch managers, located at Atlanta, Boston, Buffalo, Chicago, New York, Philadelphia, San Francisco and St. Louis, is in effect a general sales manager. George E. Long, vice-president of the company, writes:

NO HOME-OFFICE SALES MANAGER

"As you know, we have no sales manager. We believe that a general sales manager would be a valuable addition to our office, but our products are so widely different that a competent general sales manager would need to have an education in this office of a great many years.

"At the present time the sales manager is really our branch manager, and he in turn involuntarily is obliged to coach his men relative to the pencil industry, the graphite lubricants industry, the crucible industry, the foundry facings business and other lines that make it almost impossible for any branch manager to do it thoroughly, and equally impossible for any one salesman to visit all the various prospects in trade and talk intelligently.

"There have been a great many times when we have felt that perhaps it would be very much better for us to do away entirely with all branch offices, train the salesmen thoroughly and individually, and then manage them entirely from our main office."

The problem of educating salesmen to give the best service to different classes of trade is not uncommon. In an organization with a large number of branches it often necessitates the adoption of a district or zone system, with district managers who can give their entire time to the supervisory work. In smaller organizations the duty falls upon the home office, as is brought out in the following letter from Carl J. Schumann, secretary, Moller & Schu-

mann Company (varnish maker), Brooklyn:

"We have two branch offices, at both of which we carry stock, one in Chicago and one in San Francisco.

"Our branch in Chicago takes care of that city, also the States of Michigan, northern Indiana, northern Illinois, and Wisconsin. He has at the office one stenographer, one order and billing clerk, and a shipping clerk. He has at present six salesmen covering this territory, and these salesmen report direct to him on all matters.

"Our branch manager is an employee on salary and commission on excess sales over a determined quota for the year.

"Inquiries from that territory that come in by mail are answered from here direct, and copies of all correspondence are forwarded to the Chicago branch and through them to the salesmen.

"Unless something definite develops after the salesmen's visit, a follow up is continued from the home office and all copies of letters forwarded to the branch in duplicate, one for their files and one for the salesman.

"All orders received by salesmen are entered, shipped and billed from the branch office and certain copies sent to the home office for their records.

"All direct advertising matter is at present forwarded from the home office, and because it is largely development work it is not charged to the branch.

"Competition from manufacturers whose plants are located in Chicago makes it necessary for us to carry stock there, for most customers have been educated to expect very prompt deliveries and are not willing to wait from four to seven days necessary for goods to reach them by freight from New York.

"The largest problem in connection with our branch office organization has been one of educating our men. In dealing with a manufacturer of furniture, metal goods, and so forth, it is very rarely that even two con-

cerns making a similar line of goods use the same materials. This condition calls for education of our salesmen as to the uses and limitations of our products along somewhat technical lines.

DIRECT CONTACT WITH THE MEN AT THE BRANCHES

"In this connection arises our main problem, which is to have the salesman report fully all conditions. Very frequently he omits to mention some matter, which, to him, is obvious and appears unimportant. This small matter is just the one thing necessary for us intelligently to select the stock best suited to that manufacturer's particular requirements. Often the salesmen in making such reports fail to look into their reports and see that the reports check up with what has been previously sent in. And often in calling upon their customer they do not go fully prepared with all the information on hand that is contained in their reports to us and our replies.

"This condition is one we must combat with all salesmen who come to us from the outside. The salesmen who have gone through our office, and have grown up with the organization, are well trained in this regard. Naturally, we have very little trouble at all from our older men.

"One of the managing officers of the company visits the branch at Chicago at least once in three months, and we endeavor at least once a year to have someone well versed in our business travel for a week with each of the men."

A type of branch office which has not been touched upon in these articles, yet which is very common, is the consignment branch. This type of branch generally operates in a territory roughly defined by freight rates, and carries a stock of goods on consignment. The expenses of maintenance, including freight from the factory, rent of warehouse space, and insurance, are divided between the home office and the branch manager. Such an arrangement is briefly de-

scribed by L. L. Newton, treasurer, Luther Grinder Mfg. Co., Milwaukee. Mr. Newton writes:

"We carry a consignment of goods in Boston which is taken care of by our salesman and he is paid on a commission basis just the same as though the goods were shipped from Milwaukee. We pay freight and insurance charges on them, he paying the rent and seeing to the shipping out of the goods. He makes out an order when the goods have been shipped out, sending the order to us. We then issue an invoice to the customer. The manager of that branch office has no authority further than to ship out the goods. We have a standing agreement with him also that if we cannot accept the credit of any concern to whom he ships goods, the goods will be charged to his commission account until the account is paid."

Trade custom often determines the extent of branch office territories. Territory which logically would seem to belong under the jurisdiction of one office may be more easily and better served from a more distant point. It may be necessary, for example, to include in Cincinnati territory many towns which could be more quickly and economically reached from Cleveland. There is no good reason for it, except the one controlling reason that the trade is accustomed to it, and much prefers to continue to do business that way. It is easy enough to sit in one's office and lay out perfectly regular and equally balanced sales territories with the help of an atlas and gazetteer. Easy enough, that is to say, in comparison with the task of laying them out according to actual trade channels. The latter process involves a vast amount of first-hand study of market conditions, while the former can be worked out with almost mathematical precision. But when it comes down to a question of actually getting the business it is better to follow trade channels even though they may make the map look like one of the dissected puzzles of our childhood.

Vafiadis

VAH-FEE-AH-DIS

CIGARETTES

*Purveyed to the
Household of the Khedive
Cairo, Egypt*

Made since 1870 by
VAFIADIS & CO., CAIRO, EGYPT
NOW MADE ALSO IN U.S.A.
25 CENTS
PLAIN ENDS OR TIPPED WITH CORK



Liggett & Myers Tobacco Co.

Controls Jaenecke Printing Ink Company

Charles H. Ault, for many years associated with the Ault & Wiborg Company in this country, and latterly in England, where he was president of the London company, and for the past two years vice-president and treasurer of the Jaenecke Printing Ink Company, of Newark, N. J., has purchased the interests of the German stockholders and is consequently in entire control of the company. The title will probably be amended to include his name.

Corman With Deneen Motor Company

E. W. Corman, director of sales and advertising for the Elgin Motor Car Corp., of Chicago, has resigned to become identified in a like capacity with the recently organized Deneen Motor Company, Cleveland. He was a member of the original Saxon organization, resigning last spring to go to Chicago.

Briant Sando in New Company

Briant Sando has resigned as general manager of the American Box Ball Company, Indianapolis, to become vice-president and general manager of the Briant Manufacturing Company, also of Indianapolis. The company will engage in the manufacture and sale of games and specialties.

"Dial" Changes Hands

The Dial Publishing Company has acquired from Herbert S. Browne and Waldo R. Browne, the complete ownership of *The Dial*, published in Chicago. The business management will be under the direction of Martyn Johnson, formerly Western representative of the *New Republic*.

"Flexoid" in Trade Papers

The Schiele Advertising Company, St. Louis, is now placing the account of the Bemis Bro. Bag Company, St. Louis and Boston. Full and half-page copy advertising "Flexoid" (rubberized cotton duck cloth) is being used in a list of trade journals.

Extend Lumber Advertising

The Gum Lumber Manufacturers' Association, according to the *New York Times*, has voted a special assessment of five cents per 1000 feet of production, a fifty per cent addition to its present advertising appropriation.

New Breakfast Food Concern

A new advertiser of breakfast food in prospect is the Nut Cereal Company, of Wichita, Kan., which has recently been organized by Drs. W. A. Phares, H. Michener and C. E. Phillips.

Canned Raisins Now

The latest food product to be placed in a can is seeded raisins. In order to overcome the possibilities of sugaring and drying out, where raisins are seeded and packed a length of time before they may be consumed, the canning of this product is at present being experimented with in this state. One of the substantial operators in the North is actively working on this plan, and a considerable number of orders have already been shipped.—*Los Angeles Commercial Bulletin*.

Aubery With Los Angeles Agency

James M. Aubery, Jr., formerly advertising manager for The Hotpoint Electric Heating Company, has been appointed business manager of the Admasters Company, an advertising agency of Los Angeles, Cal. He will also edit "The Brack Shops Magazine," published for The Brack-Shops, a Los Angeles shoppers' building.

Vecto Links Up With Epidemic

The manufacturers of Vecto, a nasal preparation, are running newspaper copy in New York City on the heels of the announcement by local physicians that infantile paralysis is possibly communicated through the mucous membranes of the nose, mouth and throat.

Earl B. Stone With Cleveland Company

Earl B. Stone, formerly with the advertising department of the General Fireproofing Company, Youngstown, O., has gone with the Root & MacBride Company, Cleveland, where he will have charge of direct-by-mail sales and service to dealers.

With Marx & Angus

Frank J. Sheridan, Jr., formerly of the Curtis Publishing Company, and for several years with the Special Service Department of the *Dry Goods Economist*, has joined the organization of Marx & Angus, Inc., New York advertising agents.

Cleveland Agency's New Account

The Singleton-Hunting Company, Cleveland, has secured the account of the Deneen Motor Company, manufacturer of Denmore Trucks. Magazines, newspapers and trade papers will be used in the immediate future.

With Syndicate Mail Order Company

Charles Rubenstein has been appointed to the advertising staff of the Syndicate Mail Order Company, New York.

Back to First Principles

Too many advertising campaigns are prepared to please the advertiser rather than sell goods.

Too many advertisements sacrifice salesmanship to attain extreme artistic effect.

Too many Selling Schemes are long on originality and short on horse sense.

Too many wasted dollars is the result.

Sooner or later, misguided advertisers must get back to *first principles*—to the *serious and most important business of selling merchandise*.

HENRI, HURST & McDONALD
 *Peoples Gas Building*
CHICAGO

WE have recently published two Booklets on Advertising. One is entitled "Merchandising Thru Middlemen"; the other is "Merchandising By Mail." Any advertiser is welcome to a copy of either.

• UNIVERSALLY PROFITABLE PUBLICITY •

SEE

"The Palmolive—An Artistic Poster." Pages 70-71, this issue.

WATCH

the *Prince Albert* and *Camel Cigarette* Posters for 1916.

All of these Posters were designed by the *Poster Selling Company*.

All of these Poster Advertising Campaigns were handled from start to finish by the *Poster Selling Company*.

May we tell you more?

We Go Anywhere For Business.

Poster Selling Company

722 Chestnut Street, St. Louis, Mo.

OFFICIAL SOLICITORS FOR THE POSTER ADVERTISING ASSOCIATION

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How One Advertiser Used His Agency as "Teacher"

And Thereby Increased His Year's Sales in Unexpected Fashion

By R. E. C.

THERE has been, and I presume there always will be, much discussion as to the proper relations between the agency and the advertiser.

It is not the purpose of this article to preach personal opinion—to make recommendations—or to decry the policies of any advertiser, successful or otherwise. New ideas and viewpoints are, however, often helpful, and it is simply with the thought that possibly the experience of my company in its relations with its advertising agents may be found of practical benefit that the following facts are set down.

If we reduce the subject to fundamentals and consider for a moment just what the advertiser and the agent are trying to do, we find that the advertiser is primarily interested in improving his business conditions and that the advertising agent is interested in advertising. In other words, the advertiser knows more about his business than the agent ever can, and the agent knows more about advertising than he can ever know about any one individual business. Thus we have two distinct points to start with.

My company, after many months' consideration of agents, faced exactly the same issue that thousands of others have been confronted with, namely, the old question, "How shall I tell the agent exactly what I want to do, and how much of what the agent tells me shall I believe, and follow with an appropriation of my good, hard-earned money?"

After a variety of plans had been submitted and rejected a sense of discouragement seemed to manifest itself because in none of the plans did there seem to be just the proper feeling of confidence on the manufacturer's part, although it was clearly realized that the inside viewpoint was ob-

viously a narrow one, and the prospective advertiser was therefore loath to act upon his own initiative.

Just as it was practically decided to abandon the advertising idea for the present, a new thought was brought to bear upon the subject which proved rather enlightening. It was brought out that in all the discussions, suggestions were being made by the agents and not a word had been forthcoming from the advertiser, because everyone had taken it for granted that he could not possibly know how to advertise his business; and although he had willingly given all information requested of him as to the conduct of his affairs, he had not actually set down in black and white just how he would go about applying publicity to this problem.

ADVERTISER "WENT IT ALONE"

The suggestion was therefore made that the advertiser should take the necessary time and plan out in detail just how he would handle the appropriation alone, just as though his plant was located far away from the agent, etc. After this was done the plans in detail were worked out, and it was suggested that the entire matter be laid before the agent for his correction, and that just as reasonable an excuse must be given for deducting any portion of the campaign as for adding to it. In other words, it was agreed that the agency be made to work just as hard to protect the advertiser from himself by correcting his mistakes, as he would naturally do to sell him the agency's ideas of the proper plan of action.

Here then was a new viewpoint. Here in a way was an illustration of teacher and pupil. On one side the advertiser, understanding his own business, but

having an admittedly narrow viewpoint, as to the trend of the public mind, and on the other side the agency, understanding advertising by knowing how successful advertisers do things, and how the general public take up and reject various selling plans and methods, and attempting to apply that knowledge to his client's interest. It was pointed out that in our school days we were frequently called upon by the professor or teacher to write a composition or a thesis, and we were expected to do it alone. After we had done our best we would pass in the paper for correction and examination, but we would never think of first going to the teacher and getting his opinion and viewpoint before sitting down and tackling it alone. Certainly not! We would be told to stand on our own feet, and after doing our best, suggestions would be made to assist us in bettering our efforts. Then, after the paper was re-written, the result would be something worth while, but it would be the pupil's ideas corrected and improved by the teacher rather than the teacher's idea adopted by the pupil, or even a collaboration of the two, which would have produced the good work.

AGENT HAD FULL STATEMENT OF FACTS ABOUT THE BUSINESS

The plan seemed sound and was adopted. The advertising manager immediately went to work to lay out copy, illustrations, lists and all detail solely from his understanding of advertising as applied to his knowledge of the business of the house. He imagined that he was a thousand miles away from everywhere with no means of communication, and that all the details he planned were to be adopted and real money to be spent for every suggestion made, so that just as much care was exercised in planning out the campaign to be submitted to the agent as though it were to be sent to publication itself. When the work was finished it was submitted to the agent for examination and correction, and it was surprising to see how well this

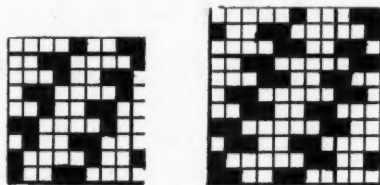
plan worked out. The agent, probably for the first time in his experience, found on his desk an "Advertiser's Idea of a Publicity Campaign" planned in detail, written solely from the manufacturer's viewpoint. But whatever could be said against the arrangement it could not be disputed that the fundamental facts of this manufacturer's business were incorporated in the plan of campaign submitted.

Corrections were made, of course; various suggestions were put forth as to why such and such a magazine was better than the advertiser's selection; why it would be better to say this instead of that; why this style of illustration would be better than that style, etc. But it was surprising to see how few fundamentals had to be changed, and it was a fact both the agent and the advertising manager got several new ideas from this method of working out the plan.

The campaign was eminently successful. Although it entailed only a moderate expenditure, an increase of nearly 100 per cent over any previous season was made in the sale of the article advertised, and the national distribution increased more than 200 per cent during the first year.

The second year's work was even more interesting.

How many agencies we see retained for one year then discarded, a new agent retained for the second year and possibly fill another fellow's place. Isn't this possibly due to the fact that sometimes the agency does not get close enough to a man's business to make himself so valuable that he must be retained year after year? If, as is usually the case, the advertiser corrects the agency's work, isn't it reasonable to suppose that the manufacturer should feel that by changing his agency possibly he would receive an entirely new line of work to correct, while if he were to do this work himself and he were successful in finding a "teacher" who could correct his work to good advantage, he would be less and less liable to want to make constant changes in his selections?



This is not a Puzzle

The above illustrations appeared in Textile World Journal to illustrate a weave construction for army cloths. To Textile World Journal readers there is nothing puzzling about them.

Textile World Journal is the *technical* paper of the textile industry. To reach this industry's technical men over 600 industrial advertisers realize the necessity of using their highly specialized trade medium.

To attempt to reach the great textile industries, which are second in capitalization and purchasing power in this country, through a medium of general interest is a waste of time, money and effort. You must *specialize* to get your share of their buying power.

Write for particulars regarding Textile World Journal and its field.

TEXTILE WORLD JOURNAL

Member Audit Bureau of Circulations

NEW YORK

Boston

Philadelphia

Chicago

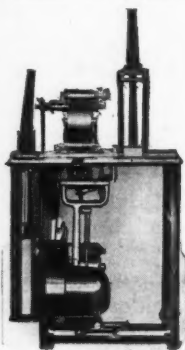
Greenville

ELLIOTT

ADDRESSING MACHINES

are faster, surer, cleaner, simpler and more economical.

The ELLIOTT is the only addressing machine that "prints in sight."

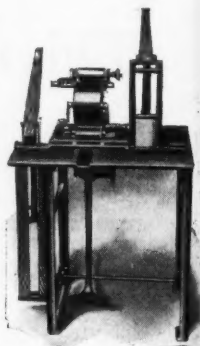


The Electric Addressing Machine. Prints 4,000 addresses per hour. Price, \$185.

Montgomery Ward & Co. and Sears Roebuck of Chicago both use Elliott Addressing Systems.

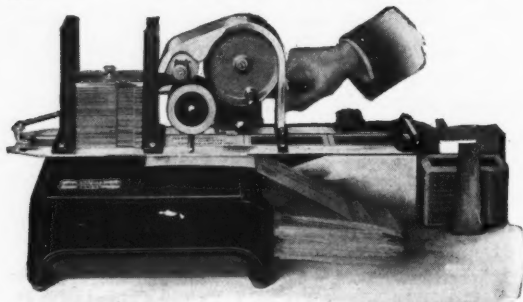
They are the biggest mail order concerns in the world and they know addressing machine values.

Elliott Addressing Machines are bought by men who know.



The Foot Addressing Machine. Prints 3,000 addresses per hour. Price \$100.

Tear off and mail this advertisement to us for full particulars



The Hand Addressing Machine. Prints 1,500 addresses per hour. Price, \$40.

THE ELLIOTT ADDRESSING MACHINE CO.

146 Albany Street, Cambridge, Mass.

Must Advertise to Meet Uncle Sam's Competition

With the Government in the Farm-Mortgage Business, Private Mortgage Houses Seemingly Have Only One Way Out—What Advertisers Could Offer the Government Couldn't

INDIRECTLY, the United States Government is going into the business of handling farm mortgages. The situation is one which bids fair to call for energetic action on the part of numerous farm-mortgage houses located in various sections of the country, and which have made a business of selling farm mortgages, or bonds based thereon, to investors.

Prominent financial authorities and leading Federal officials tell **PRINTERS' INK** that there is no reason to believe that the rural credits legislation recently enacted by Congress will operate to drive out of business the bond and mortgage companies, the mortgage guarantee houses, etc., that have heretofore served as intermediaries between the farmers and the capitalists, large and small, but it is an opinion almost unanimous that the marketers of this class of securities will be called upon to advertise more freely, and with the idea of materially widening their circle of prospects.

Heretofore the average house issuing or selling farm mortgages, farm mortgage bonds and mortgage certificates has made its appeal only in well-worn grooves. The viewpoint common to these sellers has been that they possessed a form of security unique in its advantages and consequently they have felt that they could restrict their publicity to direct-by-mail advertising and display in financial journals and the limited number of popular magazines containing regular departments devoted to investments. The only necessity, supposedly, was to present to the concentrated investing public the advantage of

an investment bearing a relatively high rate of interest and secured by a first lien on real estate. The only competition, apparently, was between farm obligations originating in different sections of the country and the mortgage marketers have, for the most part, made only a passive effort to educate new savers to their proposition or to take advantage of the "thrift campaign" which has been so conspicuous throughout the country during the present year.

Uncle Sam will now have "farm loan" bonds of his own for sale, and the private marketers of mortgage bonds will have to face the same sort of competition—only more so—that the savings banks encountered after the establishment of the Postal Savings system and that confronted the express companies after the inauguration of the domestic Parcel Post. As though it were not enough that these farm loan bonds will have something of the prestige of a government bond and will be obtainable in denominations as small as \$25, there is potent advertising appeal for Uncle Sam in the fact that the farm loan bonds authorized by Congress will be wholly exempt from Federal, State, municipal and local taxation (a tremendous advantage in these days of mounting tax rates).

Moreover, Uncle Sam is expected to become an advertiser of farm mortgages and farm loan bonds on a scale not equalled in the past by any of the private concerns, for the Federal Farm Loan Act recently signed by the President specifically authorizes the use of such portion of an appropriation of \$100,000 as may be necessary for "advising investors of the merits and advantages of farm loan bonds."

There is, however, no reason for any commercial house in the farm mortgage field to take a gloomy view of the situation if it is willing to make a fight for the business. For one thing, the new Federal system cannot, under the law, handle loans for less than five years, which will leave to the private houses exclusively the

You've Seen Them

Over four years ago we
engraved and printed
some

Heinz 57 Car Cards

They all have been
done by the Quadri-
Color Process since
then.

Try "Quadri" once, on
a difficult job if you
wish, and we will give
you reason to come
back.



Quadri-Color Co.

Color Printers and Engravers

310 East 23rd Street, N. Y.

business in short-term loans which are preferred by not a few borrowers and by many investors. Then, too, the circumstance that negotiating a loan under the Federal system is liable to be a time-consuming task is calculated to insure private bond houses an ample supply of mortgages from farmers who want their money quickly.

It is admitted too by sponsors of the Federal system that the safety and tax immunity of the Federal farm loan bonds will operate to lower the rate of interest, at least in the case of bonds secured by land in rich farming sections, so that the private purveyor of farm mortgages, though he may have to revise his interest rates, will yet be able to attract, by the higher return, that large and rapidly increasing number of investors who are eager for the best obtainable return from their investment funds.

Finally, the thought suggests itself that the commercial concern in this field that advertises intelligently at this juncture will be but seizing a golden opportunity to capitalize to its own advantage the popular interest in farm loans that is bound to be aroused as a result of the prominence given to the Governmental project.

Sacks Opens Advertising Agency

C. O. Sacks, formerly advertising manager of Gray & Davis, Inc., and more recently with the Bates Advertising Agency, has opened an advertising agency in New York City.

M. H. Spear Joins Heegstra

Montcrieff H. Spear has resigned as assistant advertising manager of the Baker-Vawter Company. He will join H. Walton Heegstra, Inc., Chicago.

"The Survey" Appoints Western Representative

Frank S. Kelly, Chicago, has been appointed Western advertising representative of *The Survey*, New York.

Capper Buys Newspaper

Governor Arthur Capper of Kansas has bought at auction for \$18,000 the *Daily News* of Sioux City, Iowa.



**IT'S
HERE**

A LONG FELT WANT

BEMIS CUT BAG

The Safe and Sure Way to Mail Your
Cuts and Halftones

MADE IN ALL SIZES

SEND FOR SAMPLES
AND PRICES

BEMIS BRO. BAG CO., Dept. 1-C, St. Louis, Mo.

TRY ILLINOIS FIRST

The Illinois Daily League

Furnishes the Vehicle

30 Leading Daily Newspapers 30

210,000 Circulation 210,000

PRACTICALLY ALL OF THE CIRCULATION IS BY CARRIER TO HOMES

Illinois has the Greatest Per Capita Wealth.

Hence Illinois papers are the logical medium for advertising a product of individual or household consumption.

The Thirty Daily Newspapers listed have entered a co-operative organization to deal with advertisers as a whole.

By addressing the Secretary an advertiser can negotiate as easily with the thirty papers of the Illinois Daily League as with a single publication of like circulation.

Small advertisers and beginners who have no agency connections, will find this a great convenience—a time and money saver.

The Best List In the World to "Try Out" New Plans or New Copy.

LIST OF MEMBERS OF THE ILLINOIS DAILY LEAGUE

Aurora Beacon-News.
Alton Telegraph.
Alton Times.
Bloomington Pantagraph.
Cairo Citizen.
Centralia Sentinel.
Champaign Gazette.
Edwardsville Intelligencer.
Elgin Courier
Freeport Journal-Standard.
Galesburg Republican-Register.
Jacksonville Courier.
Jacksonville Journal.
Joliet Herald-News.
Kankakee Gazette.

La Salle Tribune.
Mattoon Journal-Gazette.
Moline Dispatch.
Monmouth Atlas.
Monmouth Review.
Pontiac Leader.
Quincy Herald.
Rockford Register-Gazette.
Rockford Star.
Springfield State Journal.
Springfield State Register.
Sterling Gazette and Standard.
Streator Independent Times.
Waukegan Gazette.
Waukegan Sun.

J. K. GROOM, Sec'y, Care of Beacon-News, Aurora, Ill.

Victor Wins Right to "Tungs-Tone"

Skilful Management on Part of Counsel Finally Gets Name Registered—Cases Cited as Parallel—The View of the Trade-Mark Examiners of the Situation—Leniency Now the Rule

Special Washington Correspondence

WONDER that the Victor Talking Machine Company was able to "get by" at the Patent Office with "Tungs-tone," its latest trade-mark, has been freely expressed in advertising circles. As a matter of fact, the word was rejected by the U. S. Examiner of Trade-Marks at Washington until he was instructed from the office of the U. S. Commissioner of Patents to rule differently. The decision, on appeal, makes it appear that "Tungs-tone" was never warrantably in danger at the Patent Office, and this opinion from headquarters may be interesting to advertisers in general as shedding additional light upon the acceptability of the suggestive word—most sought of all types of trade-marks.

"Tungs-tone" was proffered for registration by the Victor Company as a mark for its new-style talking-machine needles or styli, and since the needle-points are admittedly made of tungsten the trade-mark examiner promptly made a ruling that "Tungs-tone" is too near tungsten. Of course the examiner had to take cognizance of the fact that the word, as used by the Victor, is divided into two parts, and that in pronouncing it the average retail dealer in talking machines is prone to place the emphasis on the last syllable in pursuance of the Victor advertising policy that always plays up the "tone" of its products. However, that aspect of the case did not disconcert the head of the Trade-Mark Division, for he held that even though the word be divided it fell under the ruling in the case of the Shumate Razor Company wherein it was decided, some time since, that "Tungsteel" could not be regis-



**NEVER
WASTE MONEY IN
SPECULATIVE
ADVERTISING
IN GREAT BRITAIN**

**BUT
INVEST
IT IN
"PUNCH"
THE "DIVIDEND PAYER"**

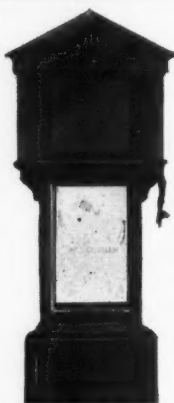
"PUNCH'S" RECORD

of Sixty-Six per cent. Increase in Net Sales in the Three Years ending December, 1915; an increase in Net Sales every year for Twelve Years; and Eight Consecutive Years of increases in Advertising Revenue (including both War Years) should give you confidence enough in the value offered to

CONCENTRATE

in its advertising pages as much as possible, as many advertisers of high-class goods and service of all kinds already do.

ROY V. SOMERVILLE
Advertisement Manager, "Punch,"
10 Bouverie Street,
London, E. C., England



You Can Use Those Movie Films

What are you doing with your advertising films? Here is a machine that automatically projects motion pictures.

And it works in daylight in show windows!

This machine is an unusual dealer help. Put it to work in windows, offices or store aisles.

W. H. STAVENHAGEN CO., Inc.
331 FOURTH AVE., NEW YORK

3¢ pays for a year's adv. to a ready buyer.

anything a baby or a family uses we can sell

ONE article of each kind—32 different good products will be presented to *Mothers only* at a cost per page for a year of only 3¢ per mother reached. Mothers respond to any appeal that touches on the welfare of their Babies.

You pay only for what you get after you get it—

The medium has been published for years retails at \$1.25 but we deliver it free to Mothers—for facts applying to your product.

Walters Specialty Co.
Suite 511-513
320 Fifth Ave., New York

tered as a trade-mark for razors and pocket-knives.

As a reward of merit for originality, however, the first assistant commissioner gave his sanction to the Victor company when it appealed the "Tungs-tone" case. He has pointed out, in justification of his action, that "Tungs-tone" is a newly coined word, not in the dictionary, and that therefore no one would need it in describing his needles. In other words, he holds that it leaves open to everybody else all words including "tungsten" that would be useful in describing any quality or property appertaining to phonograph-needles.

Turning to this exemplification of hair-splitting between the suggestive and the descriptive word, which is what will interest advertisers in general, in this case the reviewing authority says: "Of course, the word is suggestive, but very little if any more so than were the following words, all of which have been protected," whereat there are cited a number of words that, as readers of PRINTERS' INK know, have figured in close decisions—words such as "Cottolene," allowed for a lard substitute; "Valvoline" for valve oil; "Sapolio"; "Cuticura"; "Hygeia" for water; "Cephaline" for headache powders; and "Beaverine," the last-mentioned having been allowed as a mark for shoes made partly of beaver cloth.

Counsel for the Victor Talking Machine Company were able to cite, in pressing their appeal, a number of comparatively late decisions at the Patent Office as indicating the recent leniency of Patent Office practice with respect to suggestive words, a trend already reported in PRINTERS' INK. That familiarity on the part of an advertiser with the concessions as to trade-marks that have been made to other advertisers may prove a genuine asset is indicated by the final "Tungs-tone" decision which seemingly gives partial credit for the reversal of the trade-mark examiner to the mustering of precedents.

Among the current admissions

that the Victor instanced to justify the entry of "Tungs-tone" were the acceptance of "Porcelain" for enameled ware; "Benzo-Boreine" for an antiseptic lotion; "Kromoke" for leather belting; and best of all because in the musical field and embracing "tone," the word "Interpretone" lately allowed for mechanical music-playing instruments. Confronted with this array the first assistant commissioner of patents said with respect to "Tungs-tone": "In view of these decisions and the instances showing the trend of the office practice, it is believed that this word should be allowed."

Trade-marks on Fruit

It is reported that a Florida genius has invented a machine which will stamp trade-marks and brands indelibly upon the skins of oranges, grape-fruit, apples, pears, cantaloupes, etc. According to report, one machine will brand three cars of fruit per day, and the inventor proposes to put them out on a royalty basis instead of selling them to growers.

Orme With "Scientific American"

Albert M. Orme has joined the advertising staff of the *Scientific American*, to cover Philadelphia and vicinity and the Southern territory. He was formerly advertising manager of *Canadian Farm*, Toronto, and previously with N. W. Ayer & Son, Philadelphia, and the Rumely Company, La Porte, Ind.

O'Donnell Publisher of New Orleans "American"

Hugh A. O'Donnell has succeeded D. C. O'Malley as publisher and editor of the *New Orleans American*. He has been associated in various capacities with various newspapers both in the East and West.

Breakey Will Be Eastern Representative

On August 15 A. S. Breakey, advertising manager of the Mining and Scientific Press Service, San Francisco, will become Eastern representative, with office in New York.

American Hosiery Advertising Being Placed

The Williams & Carroll Corporation is placing three-page orders for the 1917 spring and fall list of magazines for the American Hosiery Company of New Britain, Conn.

EXPORT TRADE

This is not the plain sailing that some folks are trying to make out.

You may consider that I am prejudiced but actual experience proves that to reach the ends of the earth you must use London papers and preferably illustrated papers.

Of these

London Opinion

stands out by itself. Net sale exceeds quarter of a million. Rate based on cost of production—Responsiveness of Readers.

"IF IT'S ADVERTISED IN
L. O. IT'S GUARANTEED."

Send for specimen copy,
then you'll understand.


Advertisement Manager

Chandos Street, Strand,
London, W. C.

Making Technical Copy Clear to the Lay Mind

Brief, Elementary Explanation Is Important and Profitable

By Frank N. Sim

Of the Timken-Detroit Roller Bearing Company, Detroit, Mich.

Portion of a recent address.

TECHNICAL copy, designed and written solely for engineers, can be replete with chemical formulas, algebraic deductions and geometrical diagrams, for the specialist's mind easily follows the tortuous text. When, however, it is desired to convey technical information to the lay mind, the safest course is to reduce it to language which to the engineer would seem like "primer stuff."

Hundreds of thousands of people are buying automobiles and millions of others are interested in the subject, because some day they, too, hope to own a motorcar. An automobile is the most complicated mechanism ever popularized, consisting of several hundred separate parts, each one having scientific reasons for its existence, construction and form. So many extravagant claims are made that the reader is often puzzled to know what is the exact truth, for the alleged proof and explanation are frequently couched in language which he cannot comprehend. Life is too short and the scope of the human brain too limited to allow all the knowledge of the universe to be encompassed under one hat.

Suppose he reads the following statement regarding the motion of a piston:

"The unbalanced forces due to the reciprocating parts are proportional to the acceleration of their masses. This is the first differential of the velocity of the reciprocating masses and the second differential of the path described by the piston. The acceleration of the reciprocating masses being the first differential of the velocity, we obtain

$$\text{Acc.} = \frac{dv}{dt} = \frac{d^2a}{dt} = wr = \frac{da}{dt}$$

$$(\cos a + 2B_2 \cos 2a + 4a + 6B \cos 6a).$$

It's enough to give him a headache.

Involved technical descriptions of heat treatment, quenching, carbonizing, grinding and gauging are of little advertising value, because different manufacturers have approximately the same facilities and use the same operations, and a description written for one concern would apply equally well if signed by another. Besides, the lay reader, the grocer in Cedar Rapids and the banker in Pensacola, is not particularly interested in the method of manufacture, because he cannot understand it, anyway, but he is interested in knowing why a certain part will give him the longest and best service, because service and satisfaction are what he is really buying.

The important thing is to tell why a certain part is necessary, where it is used and how it operates to the owner's advantage, but be sure to tell it in language that the average reader can understand.

TIMKEN'S METHOD CITED

In making Timken roller-bearing copy clear to those interested in the durability and smooth running of a motorcar, technicalities are avoided as much as possible. Starting with physical facts known to everyone, the reader is shown by easily understood comparisons just why Timken roller bearings give the best service at the points of hardest wear.

The ability of different types of anti-friction bearings to withstand the gaff of actual service depends to a great extent on where they are used in a motorcar. Affidavits attesting to many thousand miles

(Continued on page 109)

An Idea That Is Making Good



**THE
KNICKERBOCKER PRESS**

COVERS

Albany, Troy, Schenectady
and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

*Advertisers, Sales Managers and
Space Buyers are requested to write*

THE KNICKERBOCKER PRESS

FOR FACTS

Member of A. B. C.

**LYDDON AND
HANFORD CO**

advertising

**MAGAZINE NEWSPAPER
TRADE OUTDOOR AND
STREET CAR ▲ ▼ ▲ ▼**

**200 FIFTH AVE NEW YORK
42 EAST AVE ROCHESTER
BUFFALO ▼ SYRACUSE ▲ ELMIRA**




Noblesse Oblige

Every inquiry of the dozens coming to PRINTERS' INK daily, brings home to us our responsibility in answering these questions, with complete, accurate information that will be of real service to our readers. Only serious purposes and plans prompt such queries as these, and call for most thoughtful consideration:

"— — —, if you can obtain for me reliable information as to the percentage of sales which is appropriated by the leading advertisers of such standard lines as bicycles, skates, motor cars, vehicles, etc."

— — —
"Can you guide us to arguments in favor of trade marks? We have a client whose goods are not branded in any way. They have a perfect national distribution, second largest sales in the trade, and they should advertise to the consumer, but we believe the goods must be branded first. Our client is averse to this branding."

— — —
"Will you please wire our expense dates any articles on methods to combat substitution, also anything on bread?"



"Can you advise me how the advertising appropriation of the Orange Growers in California who advertise 'Sunkist' Oranges and Lemons is prorated to determine the share each Grower shall pay? Will you outline this plan of cooperation as nearly as you understand it?"

"How many off-set presses are there in operation in the United States?"

"Will you please advise me if you have at hand any information regarding the amounts of money spent by different manufacturers of food products in newspaper and magazine work?"

"Will you please advise me if you have published any articles or if you have any information in your files on the subject of correspondence manuals or standardized letter writing?"

"We are looking for information on co-operative stores, the 'week' idea and co-operation among small dealers. Can you help us?"

PRINTERS' INK lays no claim to infallibility, but does take every precaution to see that those who ask us for information are given correct and comprehensive answers, so far as is in our power.

Philadelphia Pre-eminent!

121,600 GAIN!

During the Month of June THE PRESS Has Made the Splendid Gain of 121,600 Lines of Paid Advertising

This gain is of the most substantial character of advertising.

In the matter of AUTOMOBILE ADVERTISING "The Sunday Press" has become one of the leading mediums of the world—if not the leading.

In the matter of FOOD PRODUCTS ADVERTISING by its efficient service it has, in three months' time, taken a position in the front ranks.

In FINANCIAL ADVERTISING its position is among the foremost of the country.

In BOOK ADVERTISING, with its Sunday Book Magazine, it is only approached by one other Sunday paper in America in its service to publisher and reader.

Service is the note that runs through all our attempts to do—and it is a SERVICE that is bringing these great gains.

PHILADELPHIA is a Great City
The PRESS is Its INTERPRETER

Right Now!
Put Your Spot-light
on **MICHIGAN**
INDIANA
OHIO



—there are more FARM OWNERS
in these three states than in Illinois, Iowa,
Wisconsin and Nebraska combined! (See
last census reports.)

We Offer 109,169 **[MICHIGAN
OHIO
INDIANA]** Twice-A-Month at
50 Cents per Line

—“unless you use Grant Stocant’s
paper you miss every other
business farmer’s home!”

GLENER
Business Farmer
DETROIT

of travel on the same bearings are incomplete unless they specifically state where the bearings are located. There is a vast difference between the work which a bearing has to do on the fan shaft of a motor, or the stem gear of the transmission, and that which is demanded of it on the front axle or spindle or on the pinion shaft.

In Timken copy the reader is first told what he already knows, that in order to protect expensive parts of machinery, moving parts are separated from stationary supports by means of bearings, meaning that these "bear" the loads. In some cases it is sufficient to use what are called "plain" bearings, which are merely cylinders of some metal different in composition from the shaft, inside of which the shaft will turn more easily when aided by lubrication.

Frequent lubrication is always necessary where plain bearings are used. The thin film of oil which separates the drive-shafts from the inside of the bearings that support them must be constantly renewed. Though invisible to the naked eye, this oil film is composed of minute globules on which the shaft rolls. High speed hour after hour causes the globules to break down and crush out, and they must, therefore, be constantly renewed. Plain bearings, therefore, cannot be used at the hard-service points in an automobile, as their use would necessitate frequent stops for oiling.

In motorcar construction it has been necessary to use mechanical devices containing rollers or balls, known as anti-friction bearings. In such devices the rollers or balls to a great extent take the place of the globules in the oil film, and because these parts are made of special-analysis, heat-treated steel, and are designed and installed in such a way that they retain the lubricant for long periods, they require only minimum attention.

The effect of pressure on an anti-friction bearing may be illustrated by a fact from human experience. It is hard for a man to walk with a heavy load on his shoulders, and it is also hard for

the rollers or balls in a wheel bearing to revolve under the great weight of the car and its passengers.

The continuous effort to support the burden will actually heat, break down and wear out the man's muscles in time—and, though bearings are made of steel, they, too, will ultimately show signs of wear in proportion to the load they carry.

Front-wheel bearings must sustain two loads—"radial" load and "end-thrust." To technical men the names themselves are self-explanatory, but the general reader is told that "radial" load means the weight of the car pressing down upon the bearings, like a sack of meal on a man's back. End-thrust is the pressure that comes at right angles to the axis of the bearings, but exactly along that axis. Or, to make it clearer, doing away with "axis" and "right angles," when a mule grazing at the side of the road kicks the man with the sack in the ribs. The bearing that will successfully withstand both radial load and end-thrust is patently the type the automobile purchaser desires. In wheel bearings, end-thrust is caused by the tendency of any moving body to follow a straight line. When you round a curve the entire weight of car and passengers pushes sidewise against the wheels. You feel this force pushing you toward one side of the car, so that you have to lean in the other direction to resist it.

VISUALIZING A TECHNICAL SUBJECT

To illustrate the superiority of a roller bearing suppose you wanted to move a heavy piece of stone along a road. Would it be easier to move it on two wooden rollers or on four wooden balls? It is obvious that the rollers would be better. In the first place, the weight of the stone would be distributed over the full length of the two rollers, while if balls were used it would be concentrated on four mere points of contact. Unless the balls were very big and hard they would break under a weight which the rollers would carry easily. In the second

place, there would be the same distribution, or concentration, of weight on the road. While the rollers would move smoothly over the surface of the road without injury to themselves or the road, the balls would wear a groove, which would lessen their ability to turn easily.

Straight roller bearings cannot be used in the front wheels of a motorcar because they have no capacity to sustain end-thrust. How can the reason for their incapacity be conveyed to the non-technical reader? By a comparative illustration that he can understand.

HOMELY ILLUSTRATIONS UNDERSTANDABLE

Suppose you have two glass bottles, one having a cylindrical glass stopper and the other a conical one. Then put a weight on each. If heavy enough, the straight stopper would be forced down into the bottle. In effect that is just what end-thrust would do to a straight roller bearing. In reality it tends to force the cone and rollers out of the cup. But a cone cannot be pushed through a conical opening of the same diameter.

The same illustration is available to show the adjustability of the tapered bearing. The cylindrical glass stopper, if revolved rapidly until worn, would become loose and nothing could be done to make it fit tightly. The conical stopper, however, would simply move a little farther down in the neck and fit as well as ever.

Even the layman knows that a rolling cone will not travel in a straight line, because the larger end travels faster than the smaller. Roll an ice-cream-cone shell on the floor and it will describe an arc when you propel it straight ahead and then let go. Should a roller bearing deviate from the true position in this manner the straight line of contact would be destroyed and cause uneven wear. Therefore, it is explained that there is a rib on the large end of the cone which keeps the tapered rollers from being pressed

out from between the cone and the cup. The contact between the large ends of the rollers and this rib tends in slight degree to retard their revolution, and prevents all tendency to twist the rollers out of perfect alignment.

TECHNICAL EXPERT ALONE SHOULD NOT WRITE COPY

In advertising a technical mechanism that performs its functions in various places and differs in efficiency, according to location, the writer can reach the goal often by proving his case for the most difficult installation. Bearings admittedly wear, wherever they are used. It is an established and undisputed fact that the front wheels of a motorcar subject bearings to greater strain and wear than is encountered anywhere else. If bearings will withstand the shocks and vibrations of front-wheel use, then it is a foregone conclusion that when installed at points where there is pound, vibration and end-thrust, they will efficiently perform their allotted duties. In Timken advertising the reader is specifically told what cars use the bearings and, more to the point, where they are used. That one hundred and fifty-nine motorcar manufacturers install them in the front wheels.

Technical advertising writers who can get across a point parallel to this, easily convey to the non-technical reader the information they wish him to receive.

The preparation of technical advertising for general distribution should never be left wholly to the technical expert, but should be submitted to him for correction. His cranium is a receptacle for the accommodation of mental gears, cogs and pinions, and his mind conceives of equations, torques and blue-prints. Allusion, homely comparison and human interest are to him unknown quantities. He would understand, and his fellow-engineers would applaud, but John Smith, of Kokomo, would go to sleep before he reached the third paragraph. John wants his literature predigested.

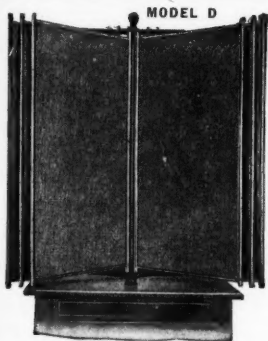
RESPONSIBILITY

The turn of many a sale in every line of business hinges on the responsibility of the manufacturer. A certain engraver or printer receives an order because the customer is assured of the result. The most obvious reason for the constantly growing demand for Beck plates all over the country is our absolute assumption of final responsibility. It is so obvious that we seldom mention it.



THE BECK ENGRAVING COMPANY
PHILADELPHIA

NEW YORK



MODEL D

Good Display

Like Good Printing,
Increases Business.

You Can Get 47 Times
More Display on a

UNIVERSAL

*The Display Fixture
That BOOSTS SALES!*

50 STYLES—ALL SIZES

OVER 15,000 USERS IN 350 LINES.

Winner of Gold Medal Panama-Pacific Exposition. Write for particulars.

UNIVERSAL FIXTURE CORPORATION

137 West 23rd Street

- - - - -

New York

The Evening Mail Leads

All Other NEW YORK Evening Papers
IN

Advertising Gains

For the Month of June

The Evening Mail Gained 96,450 Lines of Advertising in
June, 1916, as Compared with June, 1915.

THE RECORD

Mail gained	96,450 lines
Second Paper gained	90,618 lines
Third Paper gained	80,577 lines
Fourth Paper gained	48,646 lines
Fifth Paper gained	42,431 lines
Sixth Paper gained	23,431 lines
Seventh Paper gained	23,969 lines

The Evening Mail Leads in Dry Goods Gains

There were only two New York evening papers which showed gains in Dry Goods advertising for June. The other five papers showed losses.

The Evening Mail Gained 45,883 Lines

This was a larger gain than the one other paper which had gained.

The Evening Mail - - New York

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The Organization of the Sales Department

(Continued from page 6)

sity of fostering and cultivating a personal relationship with all customers, small as well as large. It would seem that now that he knew the nature of the weakness in his relation to his customers he would have no difficulty in explaining the circumstances to all concerned, and that he would succeed in impressing everyone with the necessity and practicability of remedying the fault. The temptation to act in accordance with this supposition was great, but he reviewed mentally his past experience. If there was one policy in his house that had been so emphasized that it appeared to be identified with the house itself, it was the policy of like treatment to all. When, in spite of this, the objective of this policy had not been achieved, the facts indicated clearly that instructions alone would not remedy the situation. He decided accordingly to be guided by the facts and not to rely on instructions.

The only alternative then was to effect some kind of a reorganization. To recast his entire sales office on territorial lines was the only solution which struck him as being fundamental and thorough. Such a recasting of his organization would involve a very marked limitation of the principle of functional specialization, and might result in the elimination of that principle. Under such circumstances ordinary business caution would have counseled slow and careful procedure. The sales manager's happy experience with the application of this principle up to the present time now supplemented his usual good business sense in counseling care and experimentation. Accordingly he decided to try out territorial organization on a small scale. After he had had time to observe the working of the plan on this small scale it would be time enough to consider its introduction throughout his organization.

Territorial organization, as he conceived of it, was the applica-

tion of the principle of territorial specialization to business just as functional organization was the application of specialization according to function. Instead of having men specialize on certain functions or activities men are required to specialize on territories. Territories are assigned to men and they are made responsible for the promotion of sales in their respective territories. In this way the entire sales field of the company is divided into districts which are presided over by a specialist for each territory.

Ordinarily the introduction of territorial specialization means only a limitation of functional specialization, but its extreme application leaves little room for the latter. The former kind was what the sales manager had in mind. It permits of the functional specializing in the hiring and control of salesmen, general advertising and granting of credit. Although the whole field of distribution is divided up into districts with territorial experts in charge, he has fairly direct control over the salesmen, and the creditman passes on all the questionable credit risks. The territorial experts are assigned a definite sphere of activity, which is very broad but nevertheless limited. This limitation can be whatever the sales manager chooses to make it, and ordinarily it is limited in the way indicated above.

The great advantage of territorial specialization in sales management, especially for a large business, lies in the close personal contact which can be established with the customer. In that regard it is strong where functional specialization is weak.

INDUSTRIAL ZONES

The guide in laying out the district is primarily the economic resources and industry of the country. For example, the cotton country, provided the sales from that source were sufficient, would constitute one district. Naturally, in case of a business having a very intensive sales distribution, the cotton country would be divided into several districts. The principle, in any case, would be

to plan a district so that it would have the basis of its economic life in certain specific resources or be otherwise industrially homogeneous. With such a criterion in mind the United States divides itself quite readily into districts of a fairly homogeneous nature. The fact that the district is more or less uniform industrially, and the further fact that it is small, enables the man in charge to become thoroughly familiar with the situation therein.

Such in a very general way was the understanding that the sales manager had of territorial specialization when he decided to introduce it on a limited scale. He chose the South, and of this the cotton country, as the district which he would assign to one of his men. To him he gave entire responsibility for the promotion of sales excepting the direct control of salesmen, the direct handling of credit problems, and the general advertising. In the case of credit all the correspondence relating thereto was to be handled by the man in charge of the territory, and the credit-man was to have no direct relations with the customer or prospect applying for credit. All grievances, claims and returns were to be handled directly by the territorial man, as was all the correspondence, whether personal or form. All sales literature was also to be sent out by the district man. General policies were to be laid down which the territorial man was to observe, and it was assumed from the start that he would consult with the sales manager in case any problem should arise for which no policy could serve as a guide. The actual transacting of the business with the customer, however, was to be left with him.

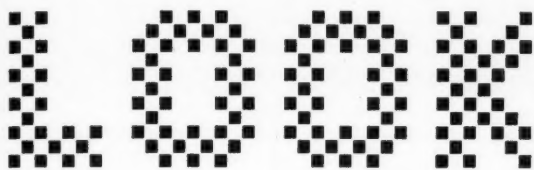
SPECIALIZATION OF TWO SORTS

The experiment was an unquestioned success. As stated, the compactness and the small size was a great aid in helping the man to become acquainted with his customers. That, however, explains only in part the success achieved in developing a personal relationship. There were but few large customers in this small dis-

trict. The man accordingly realized fully that his personal success lay in increasing the sales to the small customers in his district. Then, too, all the communications from a customer came to him and all to the customer were sent by him. This meant that no matter how small the customer the man in charge of the territory was automatically forced to deal with him so much that the result would ordinarily be a familiarity with the customer and his problems that reflected itself in a more personal attitude toward the customer. It is true that definite schemes were set on foot for securing a more intimate knowledge of the customer; such, for instance, as the submitting of reports on the customers by the salesmen, but there was no reason to believe that these schemes would have done much alone.

The sales manager has now introduced limited territorial specialization throughout sales organization and management. The term "limited" is used because he did not allow it to crowd out functional specialization. On the contrary, he came to appreciate the fact that the two principles are not mutually exclusive, and that it is not necessary to have only the one or the other. He came to see that the two can be and should be applied jointly if the best type of organization is to be effected. The functional men were retained, whenever feasible, for the purpose of working out for the territorial men the problems for the solution of which policies had not been established. The territorial men were the personal friendly intermediaries through whom the customers came in contact with the firm.

The experience of this company emphasizes the lack of understanding of the fundamentals of organization too common among business men. It seems that many look upon the functional type of organization as antagonistic to the territorial type, and vice versa. They fail, it appears, to recognize the fact that functional and territorial specialization are means to one end, namely, efficient organization.



Up or down EIGHTH AVENUE, New York City, and you will see a tall building that looms above everything on the Avenue. It is situated next to the Pennsylvania R. R. Station and the U. S. Post Office, reaching from 33rd to 34th Streets, and has a floor space of fifteen acres. Here is where

THE
Charles Francis
Press

IS NOW LOCATED

The office is on the seventh floor, and the NEW TELEPHONE CALL is
Greeley 3210.

We need say no more. You know our
QUALITY—SERVICE—COURTESY.

It's improved by the change. With increased facilities we can handle additional work and desire MORE BUSINESS.

Come and see us, or call us up.

CHARLES FRANCIS PRESS

461 Eighth Avenue, New York

Printers and their Specialties

Advertisers Can Consult with Profit, this List
of Printers, When, Planning their Next Job

READ PRINTING COMPANY

HIRAM SHERWOOD, President

Our equipment is the
last word in efficiency.

106 SEVENTH AVE., N. Y.
Telephone 6396 and 6397 Chelsea

Typographic Service

for
Advertising Agencies exclusively

Especially equipped for
handling Advertising
Composition day and night

C. E. RUCKSTUHL, INC.
27 EAST 31ST STREET, NEW YORK

High Grade Publications AND Advertising Leaflets

ROY PRESS

WM. J. LAWRENCE
President

Beekman and Gold Streets, New York

EMBOSSING

"stands out"—An embossed cover
always stands out and makes your
catalogue out of the ordinary.

*We are specialists in
the embossing line.*

Walcott Bros. Co.

141 East 25th St., New York City

Gummed Labels—

Used on your mail and express
packages can be more readily
addressed on a typewriter when
the labels are in perforated rolls.

*If you use gummed labels,
send us samples of your
labels and ask for our label
catalog and prices.*

McCourt Label Cabinet Co.
54 Bennett St., Bradford, Pa.

CHARLES FRANCIS PRESS

is especially equipped to handle and
expedite orders for high grade

Process Color House Organs

and kindred printing. Service—Best.

PRINTING CRAFTS BUILDING
EIGHTH AVENUE, 33rd to 34th Sts., NEW YORK

Our Specialty is Service

MONROE PRESS

225 West 39th Street
NEW YORK

Effective Ads

—We can set them, and we can prove it

Day and Night Service

HURST & HURST CO.

Typesetters to Advertisers & Printers
145 West 45th Street, New York

Telephone: 3545 Bryant

Engraving — Designing — Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

ELECTROTYPE SERVICE IN CANADA

Messrs. N. W. Ayer & Son saved
\$500 during the month of May
by having their electrotypes for
use in the Canadian Publications
made by us.

RAPID ELECTROTYPE COMPANY
OF CANADA
345 Craig St., W. MONTREAL, P. Q.

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2229

Best Equipped Plant in New York

Guarantees you finest plates at
reasonable rates

FINE PLATES

*A good Picture
is worth a ...
Million Words*

ARTHUR BRISBANE
BEFORE THE ADVERTISERS CLUB
THE STERLING ENGRAVING CO.
NEW YORK CITY
Artists - Engravers

200 WILLIAM ST. 10TH AVE. 2ND 36TH ST.
TEL. 2900 BECKMAN TEL. 2900 BREELEY

WE ARE PREPARED

To make halftone and color plates on
ZINC—, the kind that only the expert
with a magnifying glass or microscope
could tell apart from Copper.

There's a big saving in PRICE,—and
in the TIME it takes to make them.

Metropolitan Art Craft Co.

2 Duane St. New York

Telephones Beekman 2980-1-2

"PLATES FIT TO PRINT"

THE advance in the price of paper
has introduced new economic
conditions in the preparation of
advertising literature. The use of

Color Illustrations

will do much to offset the increase in
the cost of paper by their superior
selling value. Advertising directors
will be interested in our service.

ZEESSE-WILKINSON CO.

Color Printers & Engravers

424-438 W. 33rd St., New York City

ELECTRO LIGHT ENGRAVING CO.

BENJ. W. WILSON, Pres't
A. W. MORLEY, JR., Treas.

Photo - Engraving

COLOR WORK A SPECIALTY

411-415 Pearl Street, New York

Telephones—2350-2351 Beekman

Advertising Service

"We wish to say that your service
has been all and more than you said it
would be when you solicited our business
and we naturally feel well satisfied.

Yours very truly,

Feb. 28, 1916 THE ERICKSON CO."

**THE GILL
ENGRAVING COMPANY**

140 Fifth Ave.

New York

The
Colorplate Engraving Co.

J.E. Rhodes, Pres.

311 West 43rd St. N.Y.



Quality Color Plates

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
 Publishers.

OFFICE: 135 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Blvd., J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy.

Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, JULY 27, 1916

The Advertiser's Advantage in a Broadening Market

The advantageous position of the concern which is well established in the public good will through continuous advertising to the consumer is strikingly illustrated just now in the rubber industry. Rubber products seem destined to come into wider and wider use as the cost of other materials for which rubber may be substituted rises. Not only is the cost of these other materials mounting to unprecedented figures, as for example in the case of leather, but the cost of crude rubber is being forced down by the increased production of the cultivated rubber plantations.

Back in 1905, previous to the inception of the plantation industry on any large scale, the world's output of native rubber was 60,800 tons. This has steadily declined, but in the meantime the plantation output has increased until in 1914 the ratio stood at 64,000 tons of plantation rubber as against 60,000 tons of the native variety. It is

estimated that in 1917 the yield of native rubber will be in the neighborhood of 34,000 tons, while the plantation yield will amount to approximately 147,000, and by 1921 rubber experts are figuring upon 209,000 tons of cultivated rubber as against but 30,000 of the native grades.

Those figures are sufficient to show the prospects of a steady decline in the cost of crude rubber, which is in striking contrast with the course of many other raw materials for which rubber may be profitably substituted. We have already seen the inauguration of several new substitutes for sole leather, among them the Goodyear Company's "Neolin" and the Goodrich Company's "Textan." The rubber companies are also vigorously invading the engineering field with rubber belting, gaskets, packing, etc. Experiments are being conducted in many other directions, and the industry is preparing to take full advantage of the broader markets which economic conditions are throwing open to it.

Now the most interesting fact to readers of PRINTERS' INK is this, that the rubber companies are able to keep this new business in their own hands and under their own control. They are so firmly established in the public mind, and so well known to every reader of the day's news that they do not have to give over their products to the tender mercies of the "natural channels of trade." They are already known to the manufacturer of shoes and the wearer of them; their reputation counts for something with the maker of machinery who must use belting to transmit his power, and with the engineer out in the power plant who buys packing for his engine and gaskets for his steam-lines. What an advantage that is becomes evident when we imagine some unknown concern perfecting a similar substitute and setting out to market it.

In short, the concern which has the prestige of years of advertising behind it, is not merely in an advantageous position as regards the sale of its immediate product, but is most favorably

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Efficiency and "Newspaper Co-operation" The symposium of views on newspaper co-operation with national advertisers, presented by G. Edward Buxton, Jr., of the Providence Journal, and published in PRINTERS' INK, represents a wide variety of opinion and considerable divergence of practice. For ourselves, we are reminded of a letter written nearly two years ago by a leading advertising agent to a publisher, and which was quoted in PRINTERS' INK at the time. "As I told you the last time I saw you," the agent wrote, "I think I have gone as far as I care to go on this newspaper-co-operation matter. I think that the more the advertising agency talks about copy, the more the publishers talk about honest circulation, and the more the advertiser himself sells his own goods, the better off all three of us will be. It is not good business, nor is it in line with efficiency, to ask a man to do something at which he is not an expert."

Perhaps the agent is drawing the line too closely in limiting the publisher to talking "honest circulation." Certainly many publishers can, and some of them are, performing a large service in gathering together the facts about local markets and presenting them from the national advertiser's viewpoint. Undoubtedly the newspaper publisher can help by showing local dealers how they can benefit themselves by displaying and pushing nationally advertised goods. Those services are closely enough allied to the publisher's daily activity so that he may make himself an expert in them. They have a direct bearing upon the value of the commodity which the publisher has to sell, and in doing them he enhances the value of his circulation. There is no doubt that these forms of co-operation are valuable and that they are bound to increase.

No advertiser has the right, however, to expect a newspaper publisher to be an expert salesman for all the various products which are advertised in his columns. It is entirely outside of the publisher's function to push the sale of particular commodities. Such work cannot increase the value of his circulation, and in many cases may positively weaken it by arousing antagonism among the dealers. The advertiser who demands this sort of "co-operation" is demanding something to which he is not entitled, and which can be but imperfectly performed even if it is granted.

In brief, it is a question of efficiency quite as much as of the willingness to co-operate. And it is a truth which is sometimes lost sight of that real co-operation must benefit both parties to the transaction. Otherwise it is not co-operation at all, but a donation. We believe that the problems of newspaper co-operation will settle themselves readily enough if advertisers and publishers will bear in mind that a service is falsely labeled "co-operation" if it does not result in a profit to all concerned.

Advertising and Social Progress

Though it may have no immediate connection with the day's work, it is interesting, and sometimes inspiring, to note the part which advertising is playing on the broad stage of the world's progress. We who work with it are well accustomed to regard advertising as a more efficient and economical means of selling goods, and to justify it on the ground that it enables more people to enjoy better living at smaller cost. That, however, is by no means its sole contribution to society (to use the somewhat overworked term to signify men's relations with each other). It is a factor, and in our opinion a very important factor, in the general movement towards higher standards of conduct in all branches of human activity.

Not so many years ago—it is

within the memory of men who are yet living—the business man was definitely placed in the lower ranks of the social hierarchy. That a “tradesman” might also be a gentleman was hardly conceivable. And being in a measure a social pariah, the tradesman quite frequently acted up to his reputation. He was shrewd, tricky and generally followed the doctrine of *caveat emptor*. And why not, when the buyer considered himself socially superior to the man with whom he bargained?

It is not an accident that the overturning of that condition, and the rise of the “mere business man” in the social scale, has been accompanied by the development of modern advertising. The pioneers in advertising were attacking social tradition, though they probably did not realize it. They began to spread a better knowledge of business among members of the more genteel professions, and they began, moreover, to advertise a higher moral standard than *caveat emptor*. Grant that at first they assumed a virtue which they did not possess—they soon began to practice it. The improvement in business morals which has come along with advertising is familiar enough to need no argument. When the history of human progress in our day comes to be written, we may be quite sure that advertising will have no inconspicuous place in it. And though such reflections may have little practical value in solving the problems of to-day, it may be a satisfaction to consider that our industry faces forward, and that we are not vainly endeavoring to turn back the hands of the clock.

The Mailing List as a Source of Waste

In these days when the high cost of printed matter is to the fore, it may not come amiss to call attention to the mailing list as a fertile source of waste. We still run across advertisers who consider a mailing list as something fixed and permanent, and who never dream of taking a name off unless a letter is actually returned

by the Post Office. Most advertising solicitors can name concerns whose devotion to the mailing list overshadows any argument for other forms of advertising, and whose faith in its entire efficacy is not to be shaken.

In this connection it is somewhat startling to review some figures given before the Technical Publicity Association of New York by Burdette Phillips, manager of the directory department of the McGraw Publishing Company: “Last year 1,144 electric railway officials or heads of departments left the field; 1,104 new men entered the field; 1,188 changed from one company to another. In all there were 3,436 changes in one year, or 35 per cent of the total.”

“And yet,” Mr. Phillips adds rather significantly, “I frequently get letters from supposedly live manufacturers who state: ‘We are using the Electric Railway Directory of August, 1911, as a mailing list, and find that it is getting out of date.’”

Whether the changes in the electric railway field are slightly greater or slightly less than the average for other industries, we do not know. But it can be taken as a rough indication of what is happening in every business. Eternal vigilance is the price of an efficient mailing list; inexcusable waste is the result of a poor one. And the list will never tell whether an item refers to the present or the past. Nobody has ever invented a sympathetic ink which will change color when a man dies, moves or changes his occupation.

All of which is perfectly true—and trite into the bargain. Indeed, it falls into the category of those truths which are so undisputed that we sometimes lose sight of them entirely. Or we are perfectly willing to admit that they apply to the other fellow, but as to us—well, some day we’ll look into it when we haven’t something more important to do. And so the waste-baskets flourish.

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LIFE'S
B. F.

The advertiser either developed or prospective who reads LIFE is never a hard man to whom to sell its advertising space.

Being a reader of the publication he understands the wonderful hold LIFE has on its readers. Belief on the part of the reader represents the highest advertising value an advertiser can purchase. Undoubtedly no publication enjoys greater reader faith than LIFE which is one of many reasons why it is such a remarkable advertising medium.

Never in LIFE'S history has it enjoyed such a volume of business which proves that advertisers recognize the value of LIFE'S readers' faith.

Geo. Bee. Are.

LIFE'S Advertising Manager, 31st St., West, No. 17, New York
B. F. Provandie, Western Mgr., Marquette Bldg., 1537, Chicago

In Europe

My Mission is to meet British Advertising Men. To come in contact with interesting Personalities. To gather Ideas. To exchange opinions. To broaden my Vision. To increase my efficiency as a Creative Copy Writer. Also to see America from afar off! To acquire a right perspective of American Advertising.

I carry with me commissions to investigate, in a cursory sort of way, market conditions for several large American Advertisers. I will only be too glad to be of any service whatsoever to other reputable Advertisers.

Address "Myron T.," care John Hart, "London Opinion," Chandos St., Strand, London, W. C.

MYRON TOWNSEND.

Increase Your Income

by studying The Master Printer's Simplified Estimating System, the standard method of estimating instructions.

You, **MR. ADVERTISING AGENCY**, can use this System to your financial advantage, because it practically eliminates the possibility of errors and omissions, and greatly decreases the time and labor required to figure a job of printing. It pays for itself in a short time.

You, Mr. Employee, can use this System to your financial advantage because it will make you a capable estimator and insure your future. Accurate estimators are well paid and there is a big demand for them.

This System is practical for any plant and every man connected with the advertising and printing industry. You need it.

Send for descriptive booklet now

W. B. HAIT, Jr.
1011 Chestnut Street, Philadelphia, Pa.

Metal Lath Makers to Correlate Advertising

Ten manufacturers of metal lath have organized the Council of Advertising Managers of the Associated Lath Manufacturers. It is planned to have the Council meet once a month to discuss market development and co-operative copy, compare results from various mediums, receive criticism of copy already published, prepare hand-books, etc.

In a short time co-operative copy will be made a part of the advertising of each individual company, giving a correlative and cumulative force to publicity which is necessarily largely technical education. The members of the Council are: C. O. Powell, Northwestern Expanded Metal Lath Company, Chicago, Ill.; W. Geo. Lane, Bostwick Steel Lath Company, Niles, Ohio; W. B. Turner, General Fireproofing Company, Youngstown, Ohio; S. M. Fechheimer, Trussed Concrete Steel Company, Detroit, Mich.; J. E. Graham, Consolidated Expanded Metal Company, Braddock, Pa.; F. M. Johnson, Penn Metal Company, Boston, Mass.; K. G. White, American Luxfer Prism Company, Chicago, Ill.; R. M. Nicholson, Berger Manufacturing Company, Canton, Ohio; W. L. Caldwell, Berger Manufacturing Company, Canton, Ohio, and Julian Armstrong, Armstrong Bureau of Related Industries, Chicago, Ill.

C. O. Powell has been elected president and W. Geo. Lane secretary.

To Reform Political Advertising

The Advertising Republican League is the name of a national organization just formed, whose slogan is "Truth in Politics." Most of the officers hail from Chicago, where it is planned to hold a big dinner later in the month.

According to the announced purpose, the organization has been formed to apply "to politics the same principles of advertising and merchandising as are applied to business."

The officers are: President, Arnold Joerns, Arnold Joerns & Co., Inc., advertising agency; vice-president, Peter S. Lambros, publisher the *Greek Star*; secretary, Robert J. Virtue; treasurer, J. P. King, with Bastian Bros. Directors: William A. Grant, president Rathbun-Grant Printing Company; Bury I. Dasant, Better Business Bureau, Advertising Association of Chicago; George L. Louis, advertising manager A. Stein & Co.; Ed H. Philippi, sales manager Rothacker Film Manufacturing Company; Charles E. Hesson and E. C. De Clerque, publishers' representative.

Stowe Heads Mitchell Selling Company

George Stowe has been elected president of the newly formed Mitchell Motors Company of New York, which takes over the sale of Mitchell automobiles in the metropolitan district. He was formerly New York branch manager for the Chalmers Motor Company.

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New Magazine for Philadelphia

The *Stoneman* is soon to make its appearance in Philadelphia as a monthly magazine. It will be devoted to the interests of the Stonemen's Fellowship—an organization with a membership of over 134,000—of which 94,000 are in Philadelphia.

William T. Dowell, formerly a New York circulation manager, will handle the advertising and circulation.

Charles Gorham Crawford Dead

On July 11 occurred the death of Charles Gorham Crawford, vice-president of the Wynkoop-Hallenbeck-Crawford Company, of New York. He was seventy-six years old.

The Chambers Agency, Inc., New Orleans, is sending out orders for Mrs. McCormick's Beauty Cream to a selected list of papers.

THE MELTING POT

into which your "copy" to foreign prospects is cast, to be moulded into printed matter that will successfully represent you in their language, is at the plant of

Frank F. Lisiecki

9 MURRAY STREET, N. Y.

BARCLAY 6570

Quarter-century in New York as builders of printed matter of every description in all languages.

The First Two Books of Their Kind in the World —a Complete Automobile Business Education for

"**AUTOMOBILE BUSINESS.**" The first book in the world that discusses the automobile business from a money-making standpoint. Every feature of it is thoroughly discussed from a dealer's view—opportunities that the industry presents today; best auto selling territories; organization; sales; advertising; promotion work; garage; service; accounting systems; and all other departments. 201 pages. Price \$2.00 postpaid.

"**AUTOMOBILE SALESMANSHIP,**" a complete manual for the man desiring to sell automobiles—essentials of successful salesmanship; how a self-propelled vehicle operates; simple definitions a salesman should know; manufacturing procedure in motor car factories; how to secure prospects; selling a car; steps necessary; what constitutes beauty, style, comfort, easy riding, convenience, power, flexibility; economy, durability, safety; how to interest prospects; demonstrations; securing order; woman in the case; trading problem; electric vehicles; trucks; etc. 121 pages. Price \$1.50 postpaid.

\$3.50

Automobile Publishing Co.,

315 W. Taylor Street
KOKOMO, IND.

The Little Schoolmaster's Classroom

SOME day, the Little Schoolmaster predicts, there'll be established some sort of news bureau for the collection and dissemination of "hot" advertising news-copy ideas. Just now the individual manufacturer or his agent or his publisher must trust to luck in getting hold of such material, and a lot of good bets must get by.

The Schoolmaster bases this observation on a recent personal experience. It was over in Brooklyn at one of the biggest traffic centers in the world, where several avenues and streets cross, at the terminus of the Interborough subway, and a station point for an elevated and another subway line. It was during the morning rush hour. As he came around the corner he sighted a large automobile on fire. Several men were pushing the flaming machine backwards, while it dropped a trail of fire. Meanwhile the chauffeur was busily pumping the contents of a compact, advertised fire-extinguisher into the open hood. The background for this tableau was a solid wall of rush-hour humanity. It didn't take the chauffeur long to put out the flames.

Pondered the Schoolmaster: if the company that makes that extinguisher had a few lively, actual-happening snapshots like this, with a report of the facts in the case, what a whale of a straight-goods ad it would make.

That started a line of reflection on the subway, bound office-workers. Some day, according to these reflections, there may be a sort of advertising news bureau—always on the spot, everywhere, at happenings of this kind—with news-copy editors and staff photographers. Of course, some things might be overlooked, while, on the other hand, masses of material would pile up that might not be immediately useful. But, at any rate, such an advertising-copy millennium would produce a

lot of valuable, hard-fact copy—the kind that hits an increasingly matter-of-fact and unimaginative public squarely between the eyes.

* * *

"That little squib in PRINTERS' INK about Mandy's husband being advertising manager for a dental parlor amused me," writes a friend to the Schoolmaster, "particularly as I came upon another species of the genus advertising manager on approaching my cliff dwelling last night. He was short-panted and white-bloused and no hat sheltered his tow locks from this local July weather. He was industriously shoving something into my entry-way letter-box. There must be a lot of waste circulation in his methods, as several of the broadsides which I discovered him to be distributing lay scattered about on the floor.

"That's the way I usually treat such advertising materials myself, that come by these paths, but I had a hunch to keep this one and see how local merchandising-advertising genius sparks. I'm glad I did, for on spreading out the folded sheet I found a three-column layout listing some big nationally advertised groceries being advertised by a local grocer at ruinously cut prices.

"More than that, the layout included five cuts; two of National Biscuit Company packages; one a Campbell Soup electro; one a Gold Medal flour name-plate cut; and finally, a beautiful conventional urn teeming with wonderful fruits, obligingly thrown in by the local printer.

"Very kind of the grocer to appreciate the merchandising value of these widely established and advertised products, you say? Yes, but the National Biscuit Company's goods are advertised therein, all 10-cent packages at 8 cents, and all 5-cent packages at 4 cents. That is, on a dozen packages of Uneda Biscuit this grocer loses 2 cents.

"Moreover, the Campbell's Soup

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cut, which is really a very neat little dealer ad, contains this statement: 'For good groceries at right prices this is the place to come.' It surely is, from the bargain-counter standpoint. But Campbell's Soups this dealer proposes to sell, over his own name, at 8 1-3 cents per can. Other

sample offerings are Karo Syrup, 8 cents; Heinz Catsup, 13 cents; Blue Label Catsup, 11 cents; Kellogg's Corn Flakes, 8 cents; Shredded Wheat, 10 cents; Cream of Wheat, 13 cents; Grape Nuts, 12 cents; Lipton's Tea, 8 cents, and so on.

"I imagine that on this grocer's

For Summer Smarts

Mosquito bites—bee stings—sunburn—nettle rash—prickly heat—and all the rest. How to relieve them is told in the current issue of **GOOD HEALTH**. I don't want to force this on you, but—if it would please you to have a copy, I would gladly send it free and fully postpaid, without obligation on your part, either actual or implied. I just want you to know the real practical usefulness of **GOOD HEALTH**. Just your name and address will bring it.

Advertising
Manager

GOOD HEALTH 1807 W. Main Street
Battle Creek, Mich.

HOTELS STATLER

Hotel Statler, ST. LOUIS, now building

Rates from \$1.50 Per Day



BUFFALO

450 Rooms 450 Baths



DETROIT

1000 Rooms 1000 Baths



CLEVELAND

1000 Rooms 1000 Baths

Tell Us in Time

HOTELS Statler are busy hotels. Whenever, therefore, you want a room of a certain kind, or at a certain price, *make a reservation at least twenty-four hours ahead.* Forty-eight hours is better.

We have what you want, but we can't always deliver it to you on an hour's notice.

This applies especially to the \$1.50 and \$2.00 rooms. These (of which there are 400 at Cleveland, and the same number at Detroit) are nearly always sold to an incoming patron before they are vacated by last night's occupant.

Give us a chance to give you what you want. Tell us in time.

You'll always find other advertising men at the Statler.



"GIBBONS Knows CANADA"

Lincoln Freie Presse

LINCOLN, NEB.

Actual Average Circulation **133,992**

Our biggest circulation is in the States of Iowa, Wisconsin, Minnesota, Nebraska, Illinois, etc., in the order named. All subscriptions paid in advance. Flat rate, 35c:

Economical arrangement will be made with mail order or pattern company to handle their entire art work by established studio. Quality and service guaranteed before final arrangements.

"B. D." Box 497, care P. I.

**Adv. Rates, Circulation, etc.
All mediums in**

CANADA

In the 1916 LYDIATT'S BOOK—just out—third year publication—complete data, most dependable—(not an agency directory) 350 pages, pocket-size, leather-bound. \$2 Postpaid. W. A. LYDIATT, 53 Yonge St., TORONTO, CAN.

Every college in the country maintains a co-operative store or its equivalent: a wonderful distributing point for merchandise. We can put you in touch with the managers of these stores.

Collegiate Special Advertising Agency, Inc.
563 Fifth Avenue New York City

USA

Phone 1429 Murray Hill

Capable, Practical, Analytical, Business Executive

seeks opening with manufacturer offering larger opportunities for results. Education, agreeable personality, energy and ambition combined. Intimate knowledge and experience in advertising, selling, publishing and general business management. Business references for probity and ability. "T. B.," Box 498, care of Printers' Ink.

Back Copies of Printers' Ink

Are hard to secure. Binders will help keep your files perfect.

65c Each. Parcel Post Charges Paid.

PRINTERS' INK PUBLISHING CO.
185 Madison Ave. New York

'pure lard' and 'very fine coffee' and 'all kinds teas' which he offers in bold-face caps at 15 cents, 20 cents and 29 cents a pound respectively, he makes sufficient to pay his rent, and light, delivery (for he delivers) and other charges, and a decent profit besides, which he certainly can't do on the other items, with plenty of local competition to keep down any considerable volume of sales.

"But another point I'd like to know is, where did he get those dealer electros? Perhaps he wrote to the advertising departments of these companies and said he wanted to do a little advertising for their goods. Such being the case, isn't there a note of warning to the advertising department to make sure of the nature of the advertising they're going to get out of similar requests for ammunition?"

"I was much amused to read last winter an advertisement in a Middle-Western newspaper in which the dealer announced that the secret of the seventh point for Sterling Gum was out; that was, he was selling it three packages for ten cents. This ad was accompanied by a cut of 'Old Seven the Baffler,' and packages of the gum; plainly a dealer electro.

"You know, a polecat advertises himself, but hardly according to constructive principles."

* * *

Which reminds the Schoolmaster that he was recently visiting in the home of a manufacturer who complained bitterly of the cut-price methods of a manufacturing competitor. Meanwhile the Schoolmaster overheard the manufacturer's wife expounding to his own better-half the savings one may effect by buying standard merchandise at the Great Atlantic & Pacific Tea Company's stores. Bringing the microscopic tests to bear on the home would seem to show that what may appear unfair in business takes on another aspect in the seclusion of private life. It all depends on whose ox is gored.

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Of course publishers haven't time or facilities for getting all

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the facts about the various lines of manufacturing before sending out their solicitations, but it does seem that it would pay to find the fundamental facts about the large industries before putting advertisers or prospective advertisers on a follow-up list.

* * *

There are manufacturers who, for very good reasons, can do business only in the East who are receiving a great deal of expensive literature from publishers whose periodicals circulate mainly or almost entirely in the West. And there are those whose business must be confined largely to the West, the South or some other section who are needlessly solicited every week by publishers who haven't any reasonable amount of circulation where the advertiser must do most of his business. Then, too, the solicitations often take a ridiculous angle, when a very little inquiry would enable the publisher or his representative to show an understanding of the advertiser's problems and make a good impression. Persistence in following up does little or no good unless it is based on at least a passing knowledge of the business solicited.

* * *

The make-up man will have his fling occasionally. Not so very long ago there was a Queen Quality Shoe advertisement with a headline depicting the joy of wearing Queen Quality, while just below was a corn-cure advertisement with the bold headline of "Why Have Corns?"

Exhibition of Applied Arts for Chicago

Advertising men this year are taking considerable interest in the fifteenth annual exhibition of Applied Arts, to be held the first week of October at the Chicago Art Institute. The exhibits will include designs for silver tableware, pottery, tiles for home decoration, tapestries, and many other products frequently illustrated in advertisements. The object of the exhibit is to familiarize American manufacturers with the character of work being turned out by American artists.

Army, Navy and Marine Corps THE FIELD REACHED BY The Army and Navy Journal

For Over 50 Years
"The Newspaper of the Services"

People of the Services are grouped in separate communities. They need the stimulus and suggestion of advertising to direct their purchases.

There are over 200,000 of them and their annual pay is over \$200,000,000. Over 300 co-operative stores supply their wants. The manufacturer has NO CREDIT RISK.

Are you interested in distribution in this valuable field?

A line to the Army & Navy Journal will bring full particulars.

20 VESEY STREET NEW YORK

PAUL BROWN

COMMERCIAL ARTIST

416 - 4 - AVE.
NEW YORK,
ROOM 104

PHONE 7738 MARION 80.



E. I. S.
Motion Picture Corporation
 285 W. 46th St., New York City
 PRODUCERS OF
**Educational, Industrial
 and Scientific Films**

Write for our synopses on distributing industrial pictures.
 Ask the Pyrene Manufacturing Co.
 about the film we made for them.

To Save Junking

We offer for sale for \$200 and loading and transportation charges one seven-ton Goss three-pump pot (seven or eight columns) stereotyping and casting apparatus, with two improved Scott casting boxes; all in good working condition. Cause for selling—installation of the Junior Auto-plate equipment. Address Stereotyping Department, The Indianapolis News.

Classified Advertisements

ADVERTISING SERVICE

A "mobilized" mind wants to attack your advertising problem

on a service or part time basis. "The man behind the mind" is resourceful, has a splendid reputation and is his own hardest taskmaster.

His mind is well organized and equipped. He can scout for hidden facts, discover weak points in your or competitive propositions and marshal his advertising forces accordingly.

He knows how to get the utmost use from every word, every dollar expended under his advice. He is jealous of his reputation, accepting only tasks on which he can make a showing.

In 80% of his consultation cases he has been able to offer valuable constructive criticism as soon as he saw the plans or copy used or contemplated.

He can serve you in person or by mail. Distance is no handicap. As one far-away client put it: "Your correspondence with us forms a valuable nutshell correspondence course in advertising efficiency applied to our particular tasks."

Tell me your problem and I'll tell you whether I can be of service to you. Address "Reliance," Box 551, Printers' Ink.

ARTISTS

ALL ROUND AD ARTIST

Good original illustrator handling various mediums. Five years' connection with magazines. Part or full time. Box 546, Printers' Ink.

BALLOONS

Ask AMERICAN BALLOON Co., 38 E. 23rd St., N. Y., for samples of these wonderful trade magnets—the missing link between general publicity and consumer demand. COST IS TRIFLING.

BOOKLETS

Send 10c (stamps) for case of samples (and prices) of envelope size booklets that look good but cost little because manufacturing methods have been standardized. The Dando Company (Manufacturers), 42 So. 3rd St., Phila., Pa.

HELP WANTED

Assistant to Export Manager, stenographer preferred. Young man capable handling routine correspondence without dictation and writing strong sales letters. State salary in first letter. Box 550, Printers' Ink.

Advertisement writer wanted. A man who can write good, live copy for a technical paper. State experience, age and salary to start. Good prospect for a bright young man. Address, Box 527, care Printers' Ink.

ASSISTANT WANTED

Young man, stenographer and correspondent, experienced in direct advertising and follow-up work, on motor trucks preferred, to assist Sales and Advertising Manager. Give complete particulars, references, salary expected, and photograph. Cadillac Auto Truck Company, Cadillac, Mich.

SERVICE MAN WANTED

Printing concern wishing to establish a Service Department is looking for a man with ability to do the following:

Able to edit a House Organ. Ability to make up original layouts. An illustrator preferred.

State salary expected, and submit samples of work.

Box 555, care of Printers' Ink.

Sales and Advertising Assistant. We have a very fine opportunity for a young man who knows how to write and has good executive ability. Work includes considerable correspondence, preparation of sales letters, bulletins and publicity. We want a man who can make a big place for himself. Give full particulars, experience, references, etc., with first letter. Application strictly confidential. Box 561, Printers' Ink.

A hustling, live wire salesman to represent young New York agency in Women's Wear Manufacturing Trade. Knowledge of advertising or familiarity with our field desirable but not absolutely necessary—provided you are quick to grasp ideas. Straight commission or with small drawing account until you prove. State preference and give full particulars about yourself in first letter. An opportunity! Box 547, care P. I.

ADVERTISING MAN

who can write good copy, knows printing and is familiar with direct by mail advertising, can connect with Adv. Service on basis of commission on work produced which will develop in a few months to a point more advantageous than salary. Location New York City. Man about 30 preferred. Send samples of work, which will be returned. Box 558, Printers' Ink.

We want a man—clean-cut, alert and adaptable, 25 to 30 years old—as art director of a million-dollar calendar corporation. The work involves selection of calendar subjects, the preparation of dummy calendars, systematic follow-up of manufacture and ordering of materials. Must be experienced in calendar, lithographic or similar business. Definite future for man who proves his worth. State age, experience, previous connections, salary. Box 448, Madison Square, New York.

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Young man wanted in advertising department of builders' hardware manufacturer, to assist in compilation of general catalogue, price lists, etc. A knowledge of the technicalities of the business is desirable as well as experience in catalogue work. Address, giving outline of business experience, Hardware, Box 564, Printers' Ink.

ASSISTANT WANTED

in department of large national advertiser of rubber goods and tires. Unusually good opportunity for man of steady, thoughtful levelheadedness. Freak ideas and up-in-the-air notions won't pass. The man answering this ad must possess business judgment—realize that nearly everything passing through this department is an emergency. Preference will be given to one who has a knowledge of dealer co-operation and its various angles—State experience in detail. Salary, age and present occupation if any. *Strict confidence* to all correspondence. Box 563, Printers' Ink.

I WANT AS ASSISTANT in the Advertising Department a man with ideas, ability to express them in sensible copy, lay them out in attractive form and tend to all details of seeing these ideas through to fruition. He must be a young man who will ardently desire to pry me loose from my job and get it for himself, and who will endeavor continuously to do so by all legitimate means. I should prefer a man who has had agency experience, but I will gladly consider a live newspaper man or one who has had editorial experience. The principal necessity is that he has ability to see a story and to write interestingly. In replying, prove yourself a salesman on paper by making me want you. W. S. Lockwood, Advertising Manager, Toledo Scale Company, Toledo, Ohio.

WANTED

A PRACTICAL WRITER

An opportunity is open for a man qualified as a writer who is familiar with practice in plumbing, steamfitting and sheet metal shops and with engineering problems and methods of solution that are met in every day work. Give training, experience and compensation desired. Address Box 556, care of P. I.

MISCELLANEOUS

WANTED—AGENCY FOR CHICAGO AND VICINITY FOR STANDARD line of goods. Best of references. Address Dan P. Lennon, 113 So. Eastern Ave., Joliet, Ill.

POSITIONS WANTED

Young man, 24; selling and office experience, college graduate, wants place on trade publication. Modest salary. Address P. C., Box 999, care of Printers' Ink.

Advertising — Sales — mail-order executive. Age 37, married, best references; experienced writer, salesman, buyer and correspondent. Now employed. Salary, \$2,500 to \$3,000. Box 553, care P. I.

Advertising-man and Sales Correspondent seeks new connection.

I can show a more-than-ordinarily good record in the successful marketing of optical and photographic specialties and toys. Now steering successful campaign. Can prove tactfulness and efficiency of sales and service letters through appreciative personal replies from biggest buyers. I. C. Cobb, Bennington, Vt.

Sales Manager and Business Executive

with long record of successes, strong personality, initiative plus, speaking several languages (export knowledge), enviable record for buying, selling and advertising,

seeks connection

with concern where big things are expected of a man of large calibre. Correspondence strictly confidential. Box 557, Printers' Ink.

ADVERTISING MANAGER

of well known national advertiser desires a change. Experienced in booklet, leaflet, magazine and newspaper work. Could not hold present job if not a live copy writer and capable organizer. Age twenty-nine, college graduate, married. Moderate salary to start and will go anywhere if opportunity is a real one. Send for samples of work. Box 562, Printers' Ink.

IF you can use a young man 28 years old

WHO knows from 14 years'

DOING IT how to economize in the buying and ordering of engravings and electrotypes of all kinds;

WHO can estimate and lay-out printing jobs;

WHO knows paper and how to buy and order it economically;

WHO does not know how to work by the "whistle" and

WHO would not take a position that did not offer any possibilities for further advancement, if he makes good; address

Box 545, care PRINTERS' INK.

SPACE FOR RENT

Attractive suite of two rooms convenient to 79 Sub and 81 L, yet located so that artist or copy-writer can work and live in complete quiet; reasonable terms. Phone, Schuyler 8918 New York City.

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this is the best time in the world to study sales conditions and devise new ways of going after trade for the next twelve months.

This coming Fall should be the biggest you have ever had and what you do this Fall should blaze the trail for greater triumphs in the Spring.

It's all in knowing how.

It's all in knowing just exactly what's ahead of you—in getting rid of mystery and building on the *solid facts*. It's all in basing plans on *knowledge* instead of *theory*.

The Chicago Tribune's Merchandising Service Department is made up of a group of experts whose keynote is *Preparedness*.

They never go ahead until they know what is before them—until they know what hills and valleys, what rivers, lakes or marshes must be crossed.

Our new book "*WINNING A GREAT MARKET ON FACTS*," will tell you how they get this knowledge and just how they apply it. *Write for it on your letterhead.*

The Chicago Tribune

The World's Greatest Newspaper

(Trade-mark Registered)

Circulation over $\left\{ \begin{array}{l} 600,000 \\ 500,000 \text{ Sunday} \\ 350,000 \\ 500,000 \text{ Daily} \end{array} \right.$

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